

MAGAZINE OF MANAGEMENT MEN OF AMERICA

# MANAGE



TWA'S PRESIDENT RALPH DAMON "Aviation today is a product of the energy and clear thinking of people who early in life recognized their appointment with destiny" . . .

# MANAGEMENT GROUPS AWARD Scholarships



Congratulations to these five winners in Toledo Foremen's Club's Second Annual Scholarship Award (left to right): Richard Nowak, Macomber High; Dan Collins, Central Catholic; Verne Simon, Olney; Dan Ritter, Clay; Frederic Bailey, DeVilbiss. Checks for \$100 each presented at commencement exercises.



Dole Vale Management Club's Educational Chairman C. J. Schanz presents NAF Scholarship award to Steve Yelick, Jr., Austin High School (Chicago) winner. School's Technical Director Robert Jelinek is interested spectator.

President Paul Baker of Great Lakes Steel Management Club presents winning essay contest awards to Misses Julie Rinaldi (above), Ecorse, Michigan high school senior and to Phyllis Kiefer of Roosevelt High School, Wyandotte, Michigan. "Congratulations, girls!"



Contestants for the 1949 scholarship awards offered by the Management Club of the Briggs Manufacturing Company assembled with their fathers at the Club's monthly meeting in the Book-Cadillac Hotel in Detroit. The Club's coveted awards this year are three in number, each for \$1000.

Oliver Corporation's (Cleveland) Management Club \$300 Scholarship Award presented at Senior Day Exercises of Euclid Central High School to Ray Loushin, Euclid, Ohio, chosen winner on basis of an academic average of 91.33 plus outstanding qualities of leadership. Joseph G. Moffitt, president of the Club, and Robert Connor, member, Scholarship Committee, represent the Club in making the award.

Irwin L.  
John S.  
Paul E.  
William  
R. F. M.  
Jean A.  
Subsc

ASSO  
Ph.D.,  
Joseph  
Emporia  
Calif.; V  
Wood, P

BURE  
ridge, 11  
—Anodv  
St., Rm.

ADVER  
York; M  
St., Chic

Cou

"I've  
receiv  
first a  
fore 7  
month  
& Pu  
"There  
highly  
1897, N  
uate c  
Curtis  
—made  
vice p  
plane  
velopin  
vice p  
of Cu  
where  
Thrush  
others.  
(1932)  
first al

Enter  
can Air  
as pres  
supervi  
Thunder  
America  
dent 18

Ralph  
manag  
ately.  
TWA-D  
Damon

MANAG



Irwin Lamp, Editor  
John S. Yardley, Director of Public Relations  
Paul E. Stern, Consulting Art Editor  
William Levy, Ph.D., Educational Editor  
R. F. Monsalvage, Jr., Editorial Assistant  
Jean Adams, Director Adv. Production and  
Subscriber Relations

**ASSOCIATE EDITORS**—J. E. Bathurst, Ph.D., Dayton; Hans Bruhn, Louisville; Joseph E. Cox, Dayton; T. A. McCann, Emporium, Pa.; B. W. Messer, Burbank, Calif.; Walter O'Bannon, Jr., Tulsa; John C. Wood, Kalamazoo, Mich.

**BUREAU EDITORS**—Midwest: C. C. Akridge, 11 S. LaSalle St., Rm. 1232, Chicago 3—Andover 3-6225; West: Roy Bell, 725 Spring St., Rm. 200, Los Angeles—Tucker 4727

**ADVERTISING**—Eastern: J. S. Yardley, New York; Midwest: L. F. McClure, 814 N. Tower St., Chicago—Superior 7-1585

## Cover

"I'VE never been welcomed like this before," said Ralph Damon as he received tremendous ovation upon his first appearance as TWA president before TWA Management Club a few months ago. Said Wayne Parrish (Ed. & Pub. *American Aviation*): "There is no man in aviation more highly respected" . . . Damon, born 1887, New Hampshireite; Harvard graduate cum laude. Flyer, War I. Joined Curtiss Aeroplane & Motor Corp. 1922—made factory superintendent, age 25; vice president Curtiss-Robertson Airplane Mfg. Co.—Instrumental in developing famed Curtiss Robin plane; vice president and g.m. (1931) charge of Curtiss-Wright St. Louis factory where developed, built Curtiss Thrushes, Curtiss-Wright Juniors, others. Came president Curtiss-Wright (1932) and developed Condor, world's first all-sleeper plane.

Entered transport field (1936) American Airlines v.p. On leave (April 1941) as president Republic Aviation Corp., supervising mass production P-47 Thunderbolts (fighters). Returned to American September 1943, made president 1945. Then to TWA, 1949.

Ralph Damon strongly backs his management club, joined up immediately. Look for big things from the TWA-Damon team up. "Welcome, Mr. Damon!"

Vol. I No. 11

# MANAGE

JULY, 1949

## Presents:

Executive Discusses Association Activity by William H. Driscoll	5
Appointment With Destiny	6
Our 'Supers' Are Human by W. J. Mowery	8
Timetable To Utopia by Fred G. Clark	9
Did You Join . . . Then Lose Interest? by M. G. Holland & Jack Peart	10
Foreman's Bill of Rights by Earl F. Jarvis	12
Well Planned Open House by Nevin J. Rodes	14
Washington	4
Editorials	15
Rickenbacker	18
Developing Managers	17
Foreman's Round Table	32
Case Studies	17
Management News	19
Calendar	29
Men of Management	29



Rickenbacker

## CONTRIBUTING EDITORS — COLUMNISTS

Fred G. Clark, general chairman, American Economic Foundation, New York; Channing R. Dooley, president and director, Training Within Industry Foundation, Summit, N. J.; L. Clayton Hill, professor of industrial relations, School of B.A., University of Michigan; Harry P. Jeffrey, legal counsel, National Association of Foremen, Dayton; W. J. Mowery, foreman, Columbus Auto Parts Co., Columbus; Captain Eddie Rickenbacker, president, Eastern Air Lines; Richard S. Rimanoczy, educational director, American Economic Foundation, New York; Whiting Williams, counsel employee and public relations, Cleveland.



**MANAGE** is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN—E. A. Hodapp, president—for which it serves as the only official publication. Entered as second-class matter September 2, 1948 at the post office at Columbus, Ohio under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. Editorial and executive offices: 321 W. First St., Dayton 2, Ohio. Copyright 1949 by The National Association of Foremen.

Subscription rates: Annual U.S. \$4.00; foreign \$6.00; single copy 50c. Annual subscriptions (U.S.) in lots of 100 to 5000: \$3.50; 5000 and over: \$3.00.

## CHANGE OF ADDRESS

### MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

New Address \_\_\_\_\_

Name \_\_\_\_\_

Old Address \_\_\_\_\_



## We Look At WASHINGTON

\*\*\*\*\*

**T**HIS is written during the middle of the month of June. Five and one-half months have passed since Congress went into session and as yet no labor bill has been passed. Indeed, at this writing, no bill is reported out by the House Committee on Education and Labor for action by the House of Representatives.

Repeal of the Taft-Hartley Act was an important issue in the political campaign last November, particularly on the part of the present administration. Since the present session of Congress began early in January, labor legislation has been the subject of endless comment both in the public press and on the radio. Without attempting to praise or blame, let us examine some of the facts which have brought about the present situation.

It will be recalled that the Wagner Act or the National Labor Relations Act was adopted in 1935. In spite of repeated attempts at amendment, no change was made in this Act thereafter until the adoption of the Taft-Hartley Act in 1947 or a period of twelve years. I believe it now will be admitted by most impartial observers that lack of change over so long a period in legislation affecting the economy of the country and the welfare of so many people is a mistake. Few subjects of legislation are more important. Change is certainly necessary to keep abreast of changing conditions.

The Taft-Hartley Act has been bitterly condemned by some and even its sponsors have not claimed perfection for it. Senator Taft, during the present session of Congress, stated the need for some twenty-eight changes in the existing law. Under these circumstances, it would seem that action should be easy. Just the reverse, however, is true.

What are some of the factors which make change in labor laws so slow and so difficult? First of all, directly affected are large numbers of voters and those voters, both on the side of labor and industry, are organized to promote what they believe to be their respective interests. Unfortunately, the general public as such is neither organized nor vocal and no voice speaks for the real welfare of this great group. Secondly, not only are the two contending forces organized and vocal, but the subject lends itself to an emotional appeal and bitter passions have been aroused on both sides.

Finally, as the closeness of the vote taken in the House reveals, the elected representatives of the people are very evenly divided in their thinking on this subject. The closeness of the division is further demonstrated by the number of amendments which have been suggested, particularly in the Senate, demonstrating the attempt to find a middle ground agreeable to all factions.

There is another important element which complicates the situation so far as action by the Congress is concerned. The issue of a labor bill does not follow party lines. Quite the contrary is true. Votes thus far taken in the House reveal that party discipline cannot be relied upon to whip members into line. Even though both Houses of the Con-

By  
**Harry P. Jeffrey**  
NAF  
Legal Counsel



gress are predominantly Democratic, many members elected on the Democratic ticket fail to follow administration leadership on this issue. It is equally true that a number of Republicans voted with the administration forces. For example, the motion to recommit the bill in the House was made by a Republican.

By the time this article is read, both Houses may have acted and the issue may have been concluded. This does not seem likely, even though the Congress desires to adjourn about July thirty-first.

Some observers are predicting that no legislation will be enacted at this session of the Congress. This may be the final result, but it is our opinion that a vote on labor legislation will be taken in the Senate as it has already been taken in the House. Leaders of organized labor are anxious to force members "to stand up and be counted". It appears that the bill which may be passed by the Senate will satisfy neither the administration nor those who would retain the present law without change. A series of amendments have been worked out in the Senate which bear the approval of 4 Democrats and 4 Republicans. These

amendments may be said to be to the left of true middle ground. The minority report of the Senate Labor Committee calls for a considerable number of changes in the existing law but holds to most of the principles of that law.

For example and of special interest to foremen and supervisors, these amendments would continue the provisions relieving industry of the legal obligation to bargain collectively with unions of foremen. As indicated in a previous article, this minority report does suggest two changes in the definition of a "supervisor", but these are largely of a clarifying nature.

It is interesting to note, too, that the so-called foreman issue was the subject of relatively little debate on the floor of the House. The Senate has now been debating this measure for some two weeks, with only passing reference to this issue. On June 8, Senator Pepper of Florida spoke in favor of compulsory recognition of foremen's unions, but he devoted very little time to the issue and his remarks apparently aroused but slight interest.

At this writing, the House Committee on Education and Labor is still unable to agree on a measure to be brought out on the floor. It would seem that the division here is very close, with conflicting points of view even among the members of the majority party. Perhaps this committee is waiting to see what action may be taken by the Senate. Certainly, the House leadership is not anxious to have the House reengage in an abortive effort.

It seems likely, therefore, that a compromise bill will be passed by both Houses and be sent to the President. Whether the President will sign or veto such a measure, of course, depends upon its content.

For the good of the nation as a whole, labor legislation should be enacted frequently in order to meet the changing needs of the vast complex society which we are. No legislation will ever completely satisfy all parties but the ability to enact labor legislation from time to time, is an index of the state of health of our representative form of government.

"Folks who never do any more than they get paid for, never get paid for more than they do."

### WE'RE BACKING and BOOSTING

**NAF**

**Lincoln Extension Institute, Inc.**  
1401 W. 75th St.  
CLEVELAND 2, OHIO

**"The School of the Factory Executive"**

**LOUIS S. VOSBURGH, President**  
**J. FRANCIS CARLE, M.A.**  
Educational Director

Write for free 48 page descriptive brochure "Getting Ahead In Industry."

July 1949 MANAG

I AM  
tions  
I belong  
their ob  
long ex  
that the  
direct pr  
objective

From  
ing on c  
You may  
a comm  
may hav  
to your  
You disc  
ates are  
mortals h  
same fea

You w  
service o  
association  
want to  
cern you  
members  
result o  
acquire s  
amongst u  
undoubted  
value.

You w  
faction i  
in your  
and fam  
will hear

to  
al  
MANAG



When Carrier Foremen's Club President Charles McKeone (right) was presented charter and gavel during their group's formal affiliation in The National Association of Foremen by Pratt & Letchworth's Alan Thompson, association national director in Buffalo.

## EXECUTIVE DISCUSSES ASSOCIATION ACTIVITY

I AM not a joiner of many organizations. In joining the few to which I belong, I do so because I believe in their objectives. I have learned from long experience in association work that the value of my membership is in direct proportion to the service I render toward attainment of the association objectives.

From my earliest experience in serving on committees, I found great value. You may sit in for the first time with a committee of five or six men. You may have a feeling of uncertainty as to your ability to properly perform. You discover shortly that your associates are not superior beings with exceptional intellects. They are ordinary mortals like yourself—perhaps with the same fears and inhibitions.

You will find further that, as your service continues, your interest in the association will increase. You will not want to miss a meeting. You will concern yourself with its affairs: matters of membership, finance, program. As a result of your activities, you will acquire strong and lasting friendships amongst your associates and these will undoubtedly prove of great mutual value.

You will acquire a feeling of satisfaction in your membership—take pride in your accomplishments. Your wife and family will sense these things—will hear about them when marketing,

By William H. Driscoll  
Vice President, Carrier Corporation



Carrier's Driscoll: "The greatest asset the individual has is 'time' . . . Mr. Driscoll completed his advanced education in New York's night schools; with A. A. Griffing Iron Co. (Jersey City) which later merged with American Radiator; V.P. (20 yrs.) Thompson-Starrett Co.; named president Amer. Society of Heating & Ventilating Engineers, 1926; came to Carrier Corp. 12 years ago."

or at school, and they will become prouder of you than ever.

The objectives of The National Association of Foremen fit into just that category because they fit in so closely with your daily life and with your profession. You may be sure that however much time and effort you contribute, you will be paid in full—not only in continued satisfaction—but your mental stature will increase, your confidence in yourself will grow, and you will all unconsciously be preparing yourself for unexpected opportunities that are constantly arising in our growing industries.

Let me warn you, however, that this service must be an unselfish service. It must be given freely without much thought of reward, without catering to selfish ambition—because progress that is built on such foundations is built on sand and will ultimately crumble.

I do not wish to imply that you should not be ambitious. But the goal of your ambition can only be honorably accomplished by a sacrifice of your time and your energy to your job, to study and self improvement, and to service to your fellow man.

I have been examining the NAF Code of Ethics. It is a most remarkable and commendable document. It is more than a Code of Ethics. It is a philosophy of life, a catechism of principles, that

(Continued Page 32)

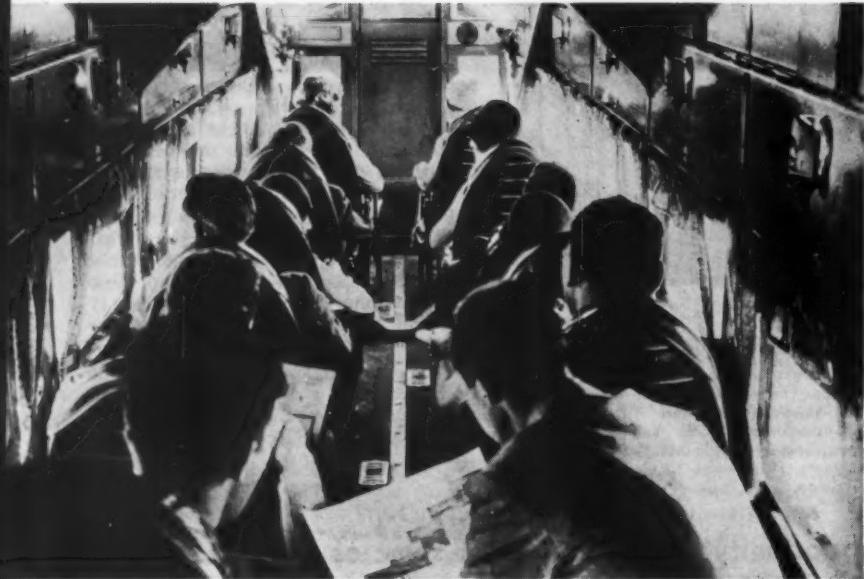
**"I can imagine no better opportunity for a man to put some of his time into a program of self improvement than by being an active participant in the affairs of his own chapter of the National Association of Foremen."**



FASHIONS in airplanes have changed in 20 years, as have fashions in feminine attire. Both are sleeker and more graceful today. But in July, 1929, these were the fashions in both as Trans World Airline—then known as TAT—inaugurated the first continuous, regularly scheduled transcontinental air service. Here Mary Pickford, all in white and holding a big bouquet of roses,

chats with Anne Morrow Lindbergh, after the former had christened the first eastbound flight, the "City of Los Angeles". Next to Miss Pickford is Charles A. Lindbergh, technical advisor to the young airline, who surveyed and laid out the first routes. At extreme left is the late Douglas Fairbanks, husband of Miss Pickford and athletic film idol of his day. [TWA Photo]

## Appointment With DESTINY...



"SPARTAN" was the word for air travel then, even though TAT was using the latest in comfort, reliability and speed among airplanes of that day—the Ford Trimotor. Here is what was then considered a luxurious interior for an airplane. [TWA Photo]

*Happy Birthday  
TWA!*

This story hit our desk from out of the clear blue at one minute to press time . . . so . . . we tear up a lot of layouts, hold over a couple good stories while our stomach has the jitters as we rush to re-set several sections. We couldn't afford to be scooped on it—and we didn't, thanks to our good TWA friend "Parky" Parkinson and TWA's Public Relations Manager Bob Holme.

Yes, we like to fly TWA—but that wasn't the reason . . . From TWA's '41 calendar we had that "milk and honey" color print "IRELAND" . . . God blessed the green island . . . He saw it was good" framed and hung on our office wall. We love it, but that wasn't the reason. . . . We have probably 400 subscribers in TWA's management group. It wasn't that. . . . The historic shots of Earhart, Pickford, Lindbergh and the others would provide interesting copy. Sure, but it was something deeper.

You're text by than if than its flavor of its character to succeed not surprised Ralph appeared before the members cheered Will he unity in his super discou day by value enthusiasm

Not a so romantic hidden industry them a building fault the with options. enthusiasm can't make the Given, Shoe ("Enthusiasm over the aren't the the char

WHA  
logue to

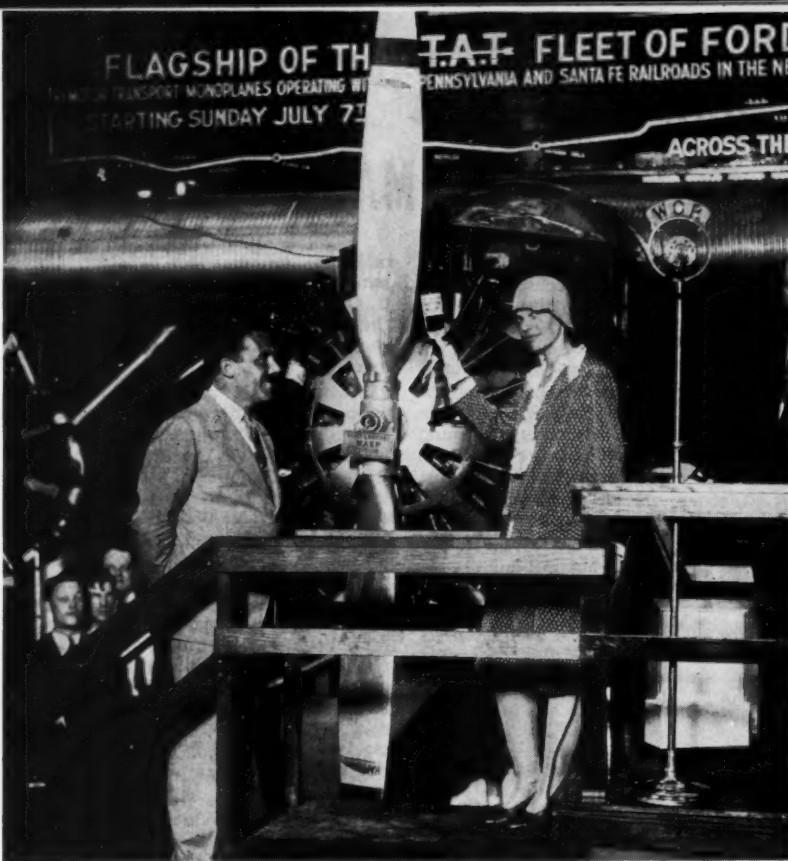
HISTORIC  
take off  
unnoticed  
years a  
of Los  
pilot's  
eastbound  
singer  
at the  
cordings  
Photo)

You'll not find it mentioned in the text but TWA "has something"—more than its pioneering background, more than its fine ships and the international flavor of its passenger lists, more than its charming stewardesses and pleasing service—something precious and vital to successful management today. I'm not sure I can name it. But when Ralph Damon recently made his first appearance as new TWA president before the TWA Management Club, the members stood on their feet and cheered and cheered and cheered him. Will he get teamwork? Does he have unity in his management group? Do his supervisors have enthusiasm? What discouraged and harassed executive today but recognizes the tremendous value of that character of leadership enthusiasm, unity and support—and searches for it, often so hopelessly.

Not all of us can thrill to an industry so romantic as aviation—but there are hidden thrills in leadership in every industry in America if only we'd find them and bring them into play in building teamwork and morale. The fault that we are not enthusiastic lies with ourselves—not with our occupations. Management sorely needs our enthusiastic leadership today. If we can't meet the test, perhaps we should take the advice of Mr. William B. Given, Jr., president of American Brake Shoe (Brake Shoe Yardsticks—1949): "Enthusiasm gives you a decided edge over the fellow who lacks it. If you aren't enthusiastic in your present job, the chances are you will do better somewhere else."—Editor.

**W**HAT aviation has accomplished in the last 20 years is only a prologue to what it can do to bring about

(Continued Page 30)



FANFARE IN NEW YORK—An hour before Charles A. Lindbergh, in Los Angeles, pushed a button which flashed a signal to New York's Pennsylvania Station, another famous aviator, Amelia Earhart, christened (strictly non-alcoholic beverage) a Ford tri-motor "The City of New York", as Grover Whalen, left, the city's famous greeter, looked on smiling. The inauguration of the first continuous scheduled air passenger service, coast to coast, had been heralded to large crowds by the exhibit of the Ford tri-motor in Pennsylvania Station for two weeks before the rail-air service began there the evening of July 7, 1949, when the overnight train left at 6:05 for Columbus, Ohio, where the passengers would board the first westbound T.A.T. flight. (Acme Photo)



HISTORIC MOMENT—Today big TWA Constellations land and take off at Los Angeles many times a day as a matter of routine, unnoticed by any except those meeting the flights. But just 20 years ago it was a breathless and historic moment as the "City of Los Angeles," with Charles A. Lindbergh looking out the pilot's window, waited to take off in a Ford trimotor for the first eastbound flight inaugurating the first transcontinental air passenger service by Trans World Airline. A crowd of 100,000 gathered at the airport for the event and broke into "frenzied cheers," according to news reports of that time, as the flight took off. (TWA Photo)



LUXURY TRAVEL in modern TWA Constellations. Passengers fly in Trans World Airline Constellations from the United States to Bombay in somewhat less than the 48 hours it took to travel from the East to the West Coast by rail and plane when TWA—then known as Transcontinental Air Transport, the "Lindbergh Line"—inaugurated the first continuous, regularly-scheduled transcontinental air passenger service 20 years ago. (TWA Photo)

# OUR 'Supers'

## ARE HUMAN . . .

By W. J. Mowery, Foreman, Columbus Auto Parts Co.

**W**E have all more than likely passed along, or heard discussed by foremen, their feeling and attitude toward their superintendent. And we find that some praised and some found fault. We believe that the real trouble lies with misunderstanding on the part of foremen, mostly, and in a few cases, on the part of the super. One thing we must not overlook is that our super is human and can and may make mistakes, just the same as anyone else who comes under the classification of "human beings".

So we say, "How big is your superintendent?"

Here is a good example of bigness on the part of the super and misunderstanding on the part of Pete, foreman at the Sink and Swim Equipment Company.

Pete, who only a few months ago, had joined the Foremen's Club of his city, tried to put into practice some of the ideas and knowledge he had been obtaining while attending the educational classes offered.

Pete was inspired to the point where he had the desire to sell the super on the idea of having foremen meetings in the plant during working hours. Needless to say, Pete, like many foremen, forgot.

Here is what happened. Pete was just bubbling over with enthusiasm and was very anxious to display his conference leadership to his super and fellow foremen. His super, like most superintendents, listened to his sales talk, even to his discussion of necessary equipment such as lights, blackboard, etc. Pete even went so far as to tell the super a suitable topic for the first meeting and related to him how you could take some shipping crayon and common wrapping paper with a little scotch tape and have a very suitable set-up to lead a successful conference. To all of this, the super agreed and told Pete he would issue a bulletin to all of the foremen regarding the meeting.

After the bulletin was issued Pete began to tell his fellow foremen all about the knowledge he had acquired in such a short time, and that he was going to prove to them that belonging to a management club and being an active member could do wonders for you. Yes, the other foremen were very anxious to attend the first meeting and see Pete expound his know-how.

**Getting the proper set-up ready:** Inasmuch as Pete thought he was going to put the show on, he went up to the meeting place far in advance to get everything in order, such as ventilation, ash trays, proper or suitable arrange-

ment of chairs and tables, crayon, paper. For after all, this was something new in his company and he felt that no one else had any idea of the successful factors for a conference type meeting.

**Superintendent calls meeting to order:** Since this was their first meeting, it was only natural for the super to preside.

But when he looked around at the subject Pete had written on the paper fastened to the wall with scotch tape and said, "Pete, where is the crayon", you can imagine what happened to Pete. For Pete was holding the crayon, thinking he was going to be the leader.

Here is where Pete forgot himself, not realizing that after all, he might be over-anxious to show off in front of his fellow foremen. Yes, Pete's super just couldn't see him be made a laughing stock if he should fail in his first venture as a conference leader in his plant.

**The first session flopped:** Due to some misunderstanding and unwillingness on Pete's part, the meeting flopped. No one was contributing any success factors, and of course, Pete felt hurt about the whole affair and didn't help the situation either, and the session ended a miserable flop. Why? Just because too many times we, as foremen, think we may be capable of doing more than as in this case, our supers take it on the chin for us, when we haven't proven our ability.

Yes, this one meeting was the end, for the super felt that the attitude and thinking which took place wasn't worth the time. So he announced that there would be no further meetings of this nature.

In the days following, Pete's fellow foremen ribbed him quite a bit about how he had bragged at his ability to lead a conference. But several of the foremen who had wanted to see Pete perform and who were sold on the idea, personally contacted the super to see if something could not be done. After several days of this, the super called Pete into his office for a chat, and as a result, consented to have another meeting.

**Second example of bigness:** The setting of an example by the super had a telling effect on all of the foremen. For he personally went around and contacted each foreman right in his department and told them that through a misunderstanding, a mistake was made, and that starting next week, foremen's meetings would again be held and Pete would be the leader. It didn't take long for the boys to contact Pete to see if they could get some light on the change of heart on the super's part.

**Pete lays groundwork:** Pete was really on the spot now for if he should fail after all his bragging to the boys and foremen he would be a dead duck.

Since the foremen weren't accustomed to conference type meetings, Pete planted various success-factor thoughts among the foremen who had shown the most interest in him and even assisted them on the type of comments to make.

So the super called this next meeting to order and then turned it over to Pete as leader. Pete gave his few introductory remarks. Much to the surprise of the super and the foremen who weren't fully dealt in, the response and contributing factors coming from various foremen was amazing.

Now the story was different the next day in the plant, because Pete had lived up to his advanced bragging of his know-how of conference leadership.

Pete's plant still has weekly meetings and the interest shown has been gratifying. Suppose Pete had done like many of us foremen; given up and not realized that after all, some one is responsible for our actions, whether they are a success or failure.

In other words, the Sink and Swim Equipment Company might not be having weekly foremen's meetings today had Pete given up and the super not been big enough to correct the misunderstanding.



"So the super called this next meeting . . ."

July 1949 MANAGE

# TIMETABLE TO Utopia

By Fred G. Clark, Chairman, The American Economic Foundation

"New Zealand's revolution at the polls took place under the same circumstances surrounding the British Labor Party victory."

Pete was  
f he should  
to the boss  
dead duck  
en't accus-  
etings, Pete  
or thoughts  
had shown  
and even es-  
comments  
ext meeting  
ver to Pete  
new introduc-  
surprise of  
who weren't  
e and con-  
om various  
  
nt the next  
he had lived  
ing of his  
adership.  
ly meeting  
been grab-  
one like n  
up and not  
one is re-  
ther they  
  
and Swim  
not be hav-  
ngs today  
super no  
the misun-

OLEMS

W E living Americans are a fortunate generation because we have been given a chance to see first-hand the evils of socialism and thereby avoid falling into the same pit. The tribulations of our Cousin England are already beginning to be an invaluable object lesson that should certainly hang the red lantern on further American something-for-nothing-ism. But there is even a better example: our second Cousin New Zealand.

During my recent visit to that lovely land of potential plenty, I was shocked to see what had happened to the people under socialist government. New Zealand's revolution at the polls took place under the same circumstances surrounding the British Labor Party victory: the people were battling a depression; they were weary of the burdens that go with being free; the demagogues trotted out their Illusion of Abundance in the Welfare State.

When the justices of the New Zealand Supreme Court saw the basic changes proposed by the Labor Government, they were forced under the Constitution to put the brakes on the program. But the Government attacked the judges as being "obstructionists," and the people, whose freedom the court was trying to protect, went along with the Government. The court was packed with "liberal" judges, the "reforms" were approved and the New Zealand Ship of State sailed blithely out into the uncharted Sea of Deficit Spending, piloted by men who could not even read an economic sextant.

**They spent and spent, and elected and elected.** The alphabetical agencies sprang up like mushrooms as the people were "relieved" of more and more of their areas of initiative. It is probable that at no other time and place in history was there such a splendid chance to get out of working. Pensions became the order of the day. There are now the following: Superannuation Benefits, Age Benefits, Invalids' Benefits, Widows' Benefits, Family Benefits, Miners' Benefits, Sickness Benefits, Unemployment Benefits, and for good measure, Emergency Benefits. In fact, if you have enough children, the cash benefits will support you in idleness if you are not too fussy as to how you live.

One of New Zealand's New Deal contributions to society was the world's first graduated income tax—the socialistic device that cuts the uncommon

man down to the common man's size and eventually destroys everybody's desire to be uncommon.

Having gotten control of the Court and the banks, the "liberals" set out to legislate prosperity and finance it with state money. Everybody had to prosper because the law said so. The workers got more money and worked fewer hours, but the government forgot that the only way to become prosperous is to produce more. Due to this oversight at the end of eight years the material welfare of the New Zealand people was right where it was when the "liberals" took over.

During the eight years the government had, in its efforts to wring something from nothing, clamped rigid controls on both labor and management. Collective bargaining problems were placed in the hands of the Arbitration Court, which became the supreme authority. There could be no appeals to any other court. The penalties were fines and jail sentences. Labor lost the right to strike, and the "minimum" wage began to look like the maximum. Production costs went up because business could not earn enough after taxes to modernize the tools of production.

The huge volume of government paper and administrative work required to mind the people's business soon brought about  $\frac{1}{2}$  of all non-agricultural workers to the government payroll. To support this army of unproductive workers required that the productive workers had to produce 50 percent more before they could get any more for themselves. But they produced less because the increasing tax burden took all the joy out of hard work. Worst of all, there could be no savings to supply new modern tools of production, which is the basis of all industrial progress.

The government had to take more and more to pay the interest on its debts and to meet the increasing load of the social security, socialized medicine, and the multitude of state benefits. In 1932, by which time most of the "reforms" had proved unworkable, the United States was starting them over here.

New Zealand today is an amazing place. There are several reasons why every American should visit there: one of them is that New Zealand is the image of what America is going to be if we persist in our program of "liberalism."

The first thing that struck me was the voluntary unemployment: the newspapers were full of help-wanted ads, and the pubs were full of people who did not want jobs. This was a strange sight: a strong, virile Anglo-Saxon nation in a wonderfully invigorating climate, apparently completely satisfied with a bare minimum of today's comforts.

Then I began to see the point: you can get almost as much money from the government when you are not working as you have left over after working and paying your taxes. The people work hard doing their own chores, but almost nobody works for anybody else, and if they do, it is as a member of the family.

You can't get a shoe-shine in all of New Zealand; store deliveries are practically non-existent. It is almost impossible to get a doctor to come to your home—his office is constantly overflowing with people with everything from appendicitis to hangnails. This affects the quality of the medical service rendered because doctors with little experience can do quite as well as those who have studied and practiced for years.

This actually happened in my own family. The two year old daughter of one of my wife's sisters developed spots on her skin. The mother finally found a doctor who would come to see her. He took one look at the child and pronounced it scarlet fever and ordered the mother to send her to the Fever Hospital. The mother refused.

The next day she telephoned a doctor in whom she had confidence and asked if it were really necessary to send the child to the Fever Hospital. He said it was most advisable as it was a six weeks quarantine job and with

(Continued Page 31)



"It is probable that at no other time and place in history was there such a splendid chance to get out of working."

By M. G. (Buzz) Holland,  
Publicity Chairman and  
Jack Peart,  
Education Chairman  
North American Aviation  
Supervisory Club

The authors wish to acknowledge appreciation to members of their publicity and education committees for their assistance in preparing this article. Questions from other management groups are welcomed by them.—Editor.

**WHEN** you purchase an automobile, a home, or any other item, you no doubt consider its value very seriously before purchasing. To properly evaluate it you try to improve your knowledge of the item, its uses and construction.

After purchasing, you continue to gain knowledge about the item, and it is to the extent of this continually increasing knowledge of its basic advantages or disadvantages that you gain or lose interest.

Similarly, when you join a management club you do so after some preliminary investigation. But, to keep up a sustained interest, you must know what "makes it tick." It is generally true that a good organization is a well-informed organization.

The North American Aviation Supervisory Club has on its roster approximately 800 members of supervision. Although there are many advantages in having a club this large, it is obviously true that much of the "personal touch" is lost.

For some time it has been apparent that many members were not informed as to the organization and operation of their club, nor were they fully aware of the advantages they could personally derive from membership in the



Indoctrination Program, held in advance of monthly dinner meetings, in process.

## DID YOU JOIN YOUR CLUB ... THEN LOSE INTEREST?

club and through its affiliation with the NAF.

Although new members were brought in and welcomed at each monthly dinner meeting, they were subjected to no planned indoctrination—they were left largely in the dark as to the history and objectives of the organization they had just joined.

This situation was discussed at some

length at Board of Control meetings, and finally the Educational Committee, with Jack Peart as chairman, was given the assignment of preparing an Indoctrination Lecture which each new member would be required to attend. The committee analyzed the problem and decided first of all the scope of the presentation. New members as well as many old ones were interested in the club. They wanted to know how it is



Note the effectiveness of these visual-aid presentations.

## Alert Los Angeles Management Club spells out its indoctrination program adopted on the theory that interest depends upon knowledge.

operated, how it is financed and something about procedures, rules and regulations. There was one phase of the lecture, and it was assigned to Ed Stickle for development.

In a group of this size the members also needed introduction to some of the officers and certainly they wanted to know about the club organization and the functions of various officers and committees. This then was the second phase—was given to Ed Zuchowski for preparation.

It was also considered necessary to acquaint new members with the nature of our affiliation with The National Association of Foremen and to point out the aims of that organization. They should know how the NAF operates, the service it renders. This last phase was prepared by Fred Peterson.

**Methods of presentation was next considered.** The committee wished to use visual aids to make the lecture more effective. As the club meetings are held in available accommodations outside North American Aviation it was advisable to keep the equipment required for the lecture to a minimum to facilitate transportation.

The group of new members to be oriented each month averaged 12 people. It was decided that 13 x 20 cards to be displayed on the conference table would be the most convenient visual aid. For ease in carrying and for protection a case was devised which also serves as an easel. The lecture consists of thirty-two cards with the following (abridged) text so that it may be assigned to various officers for presentation:

★ ★ ★

We've asked you gentlemen to this indoctrination meeting because as new members we know there are a lot of things you'd like to and should know about your club. We shall be concise for time's sake; however, when I'm through, there will be a question and answer period. I will give each of you at this time a copy of the Club's Handbook and Constitution, the NAF Code of Ethics, and the article "A Present Day Necessity" for you to keep and read later.

Tonight you join one of the largest management clubs of any kind west of the Mississippi. You are one of the more than 800 members of North American Aviation Supervision belonging to the North American Aviation Supervisory Club.

(Continued Page 34)



# YOU CAN'T LOSE...WITH A FOREMAN'S BILL OF RIGHTS

"Except in emergencies when quick on-the-spot thinking is necessary a foreman will find it to his advantage to give plenty of thought to his problem before making his decision."

By Earl F. Jarvis, Production Manager, Olson Rug Company

MANY foremen feel that they are under top management's iron hand, and that they are restricted from doing many things which they feel are right and proper. Certainly there are restrictions. Company policy in many cases dictates the path to be pursued. However, management not only gives them the right but wants them to act as human beings. Knowing their job is expected of them. Knowing their fellow men is demanded of them. There are many factors, too numerous to mention, that a supervisor must consider in handling his job and his workers properly. Let us discuss just a few of them briefly.

#### The Right to Think

How many times has snap judgment led to undesirable results? Probably every foreman can remember a time when he guessed wrong. It may have been a minor incident where the reaction was unnoticeable, or it may have been important enough to result drastically. Except in emergencies, when quick on-the-spot thinking is necessary, a foreman will find it to his advantage to give plenty of thought to his problem before making his decision. Too frequently he is concerned only with licking the difficulty in his own department without giving a thought to factors involved in others. A quick decision may put other foremen, whose work is already tied in with the project under consideration, in a difficult position. It may necessitate making impractical changes in their operations. It could create animosity among the department heads, and sometimes ill feeling takes a long time to iron out.

A foreman is not always expected to come up with an immediate answer to a major problem. He has a right to study all factors and judge accordingly. He has a right to consider all those who will be directly or indirectly affected by his decisions, which brings us to the second subject to be discussed.

#### The Right to Be Co-operative

It's a wonderful thing when one foreman can say of another: "Bill is really a swell fellow. I'm never afraid

to walk into his office and ask a favor of him. He's always ready and willing to do anything he can to help a fellow man." It's so much better this way than to have to say: "I'd ask Bill to help me out, but I can't stand his sarcasm. When he does condescend to do you a favor you're bound to hear about it for months to come. No, thanks. Guess I'll have to work it out for myself."

Yes, it's his job, really, to work it out for himself, but how much easier it can be to have someone co-operate a little with you. Oh, I don't say that it's always expedient to do a favor for someone else. You have your own position to think of also. Helping to solve another person's problems may prove detrimental to your own operation. Naturally, you can refuse, but why not refuse in a way which will not create any bad feeling. A tactful explanation will be more readily understandable than a sarcastic rebuff.

It is also good to bear in mind, when soliciting co-operation, not to ask the impossible. This can often defeat your purpose and insistence can close the doors of any future dealings between you and your brother foreman.

All in all, friendly co-operation pays dividends. Teamwork is essential in industry. You require it from your employees. Practice it yourself. Bear in mind that you are all working toward the same goal and for the same man or group of men who are trying to keep the firm in business, thereby insuring you that much coveted weekly pay check.

#### The Right to Be Loyal

You not only have the right to be loyal, but your company has the right to expect loyalty from you. As a supervisor you are considered a company man, working for the interests of the firm, turning out production, keeping costs down and contentment prevalent in your department.

There are two kinds of loyalty which concern you as a foreman. Loyalty to your firm and loyalty to your employees. Neither should have to be sacrificed for the other. We know that you as a supervisor are loyal to your

company, but did you ever stop to think that there is, in this respect, a certain amount of consideration due to the men under you? The employee also has his "Bill of Rights" and often feels that his rights are being infringed upon by his superior.

Many times an employee has a problem that can only be solved by someone in top management. He doesn't want to go over your head and you wouldn't want that, either. If you think his problem or suggestion merits attention from your superiors, there is no need to feel reluctant about bringing the matter before them. They have bestowed upon you the right to be loyal to your employees, when they appointed you their supervisor. They want you to be understanding of the difficulties which are always arising during the life of a workingman.

It will be up to you to determine whether the matter should be carried further or whether you can iron out the problem yourself. One thing to bear in mind, however, is to be sure



Olson Rug's Jarvis: "Exert your 'Right to Think' and determine for yourself whether you have the right to be broadminded, the right to be tolerant. . . ." Chicago born Mr. Jarvis, who knew what it was in the '30's to be "looking," says that "after 12 years at Olson he is convinced his present employment may turn out to be steady." Ascended as he worked through every major Olson department. Married; father of two honor-student daughters and junior, pre-school.

to give a satisfactory explanation to the employee if, for some reason, his request is out of the question. A tactful, sympathetic answer is oft' times a solution in itself. Remember that a foreman always has . . .

#### The Right to Be Sympathetic

People never grow up. The toddling child wants sympathy when it sustains a bump on its head. The teen-ager turns to her mother with the trials of her high school years. Dad is always ready with consolation when the college student fails to make the football team. And when they all reach adulthood they still have problems. Personal problems. Financial problems. They need someone to talk to about their difficulties. Someone who will sympathize with them. A good listener. That person is often you, their supervisor. Because their family is usually as deeply concerned, there is no satisfaction in talking it over with them. They are also reluctant to display their troubles in front of their friends.

Your employee spends more time in your company each working day than he does with anyone else. It is only natural he would turn to you with his problems, if he feels that you're the type with whom he can consult comfortably. It is your job to make him feel that way. When a man has problems, his production suffers. When his mind is not on what he is doing, his safety is concerned. Why not let him get it off his chest? Nine times out of ten he isn't expecting any material help from you. He just wants to spill out his troubles to someone who can be sympathetic and he feels better for it when he is finished. Then, too, you may be able to help. Perhaps, in your experience, you'll remember that Joe Smith, a few years back, had the same sort of trouble. His ultimate solution may be the very one needed at this time. You pass on the necessary information and find that you have been of great help after all.

#### The Right to Be Impartial

Most of the employee's problems with which a foreman has to contend are those relating directly to the job he is doing. Here is where the supervisor is put on his mettle to be tactful, understanding and, above all, impartial. Favoritism is an overworked word, but it is also an overworked characteristic. Many foremen do show favoritism, though it may be unconsciously. But if the supervisor doesn't realize it, we must remember that the employees are quick to sense a feeling of partiality at the slightest indication. This sort of thing must be taken into consideration whenever the department head meets a situation which requires judging between two or more of his employees. It may be allotment of work, assignment to certain machines, or a condition involving the upgrading of an employee.

Naturally, the man who has shown that he is most deserving of the appointment should, and, most likely,



**MEET J. GOODSOUL SWEETFELLER . . .** "Take him out and bury him" would probably be the reaction of most to "The Ideal Supervisor" depicted here by MANAGE's good friend and contributor Eldon Frye of Consolidated Vultee Aircraft Corporation, San Diego. Frye's cartoon series on employee types familiar in every industrial organization (MANAGE, May, 1949 P. 14) created an amused undertow throughout American supervisory groups. In this instance MANAGE is happy to sit back and laugh at itself—at its efforts toward more effective supervision. Seriously, though, many feel that during the next decade foremen will either rise to a level of indispensable managerial ability, or sink into industrial oblivion. Today is critical—which way are you headed?

would get the nod over the others. But this would have to be done diplomatically, dispelling all doubt in the minds of contenders as to the real reasons. It is a job for the supervisor alone and will demonstrate his ability to handle his employees properly and with human understanding.

#### The Right to Be Critical

One of your workers has turned out a piece of work which is below standard in some way or another, and it's all his fault. Or is it? How do you know it's his fault? Have you taken the necessary steps of investigation to satisfy yourself that the mistake lies with the employee? It could lie with the employer, you know. And it could be that you yourself were to blame.

All right, so you took the necessary steps and found out the employee was in error. What do you do about it? Jump down his throat? No, you won't do that. Not if you remember all the things that were taught you when you were learning how to be a good supervisor.

You have a perfect right to be critical about the work turned out by the people employed in your department. You are responsible to your superior for the quality of that work. And if it isn't up to standard they are very apt to "jump down your throat."

Constructive criticism, however, will bring about quicker results than angry words and threatening gestures. Maybe your employee isn't aware of having

(Continued Page 29)

# WELL PLANNED OPEN HOUSE

By Nevin J. Rodes  
Foremen's Club of Columbus, Inc.

Recognition of workers was a feature of the tour. All foremen and supervisors wear distinctive coats -- names of employees on desk cards, at machines and benches. Hobby show included.

UNIQUE as a community relations project was the recent Open House staged by Columbus Bolt & Forging Co., Columbus, Ohio. Well planned and conducted, the tour left little to be desired in acquainting employees, their families and friends with operations as well as making all workers, office and shop, feel even more proud of their company.

Beginning its regular and special meeting months ahead, a representative committee laid the plans. Headed by W. Ray Speer, vice president and secretary of the firm, the committee consisted of Leland McDaniels, chief clerk; Earl Fenner, maintenance engineer; Joseph F. Davidson, Jr., general superintendent; Ralph Adams employment manager; George Reiniger, personnel director.

One decision was that there should be a complete shut-down of the plant for the Open House, except at demonstration operations—to enable all workers to participate as hosts. However, in no instance would employees be compelled to attend. The excellent response was attributed to the enthusiasm build-up by supervision and interested workers, coupled with the unselfish attitude of top management.

Knowledge of the event was spread by the grapevine to arouse employee curiosity and to let them feel that they were on it from the start—that it was to be their party. Teaser announcements on bulletin boards and an attractive gate poster—decorated with a fetching Petty Girl—built up factory workers' interest in their big "date."

Responsibilities were delegated to larger groups. While several of the committee had supervision of specific projects, the committee as a whole acted as an overall guide.

Sales department was called upon to display the company's many products. The Employees Club, Charles Warner, president, boosted a Hobby Show that proved to be a main attraction. The fire brigade displayed their tools and equipment. Personnel department demonstrated an efficient system of records, and the boys manning the lift trucks took delight in showing their skills.

During the tour morning a little girl was observed busily drawing pictures on her father's drafting board. The son of the president lingered in amazement at the giant drop forge in operation. Throughout the plant men proudly introduced wives, children and sweethearts to their buddies—boastfully told of their job. Workers were surprised to

see the many things their company makes and the consumer goods in which they found their places.

Many fine letters of approval received by the company from visiting executives and civic groups also testified to the day's success.

Typical of comments was the following statement by Delmar Starkey, general manager of the Columbus Chamber of Commerce, in his weekly bulletin: "We attend a lot of 'open houses' and all of them are very interesting. Some of them are different, like the one at the Columbus Bolt & Forging Company on a recent Saturday morning. The employees, their families, members of the Foremen's Club, ministers, teachers, newspaper men and a few other special business friends were invited." (Business representatives of the plant's one industrial labor unit and two craft units were also invited) . . .

"You could take as much time at a machine operation as you liked, hurry past others that did not interest you. We were particularly impressed with the number of wives with little children hovering about Daddy's machine, watching him demonstrate.

"Box Rex, Bill Carlile, Ray Speer, Royce Call, Bob Darragh and the rest of the executive family were on hand mixing with everybody, seeing that they had a good time at the buffet lunch which was a popular spot at the end of the tour."

The start of the tour was at the plant personnel department where everyone was given a printed form entitled "Explanation of Example Operations and Equipment." All employees were tagged with a large badge on which were their names and which designated them as hosts—to informally see to it that everyone was well informed and enjoying the trip.

The strategic placement of arrows on floors, walls and doors accomplished marvels in routing complete strangers through the plant. At certain points of potential danger or of particular interest, employees were stationed.

After registering and receiving the printed explanation of the 20 some machines in operation, all visitors were on their own. Each operating machine was labeled with a huge sign to which was attached, when practicable, a "before and after" sample of the piece it produced. The name of the operation on the poster corresponded with the name on the explanation sheet, on which was the production capacity of that machine, its current value, a brief



Nevin J. "Dusty" Rodes: "These neighbors feel that the company is a friend in their midst" . . . Mr. Rodes was educated at Otterbein College (B.A.) and at Ohio State and University of Pittsburgh; experience in advertising, public relations, and publicity; Personnel Sergeant, Vocation and Educational Guidance Office, U. S. Army Air Force; instructor, Foremen's Club of Columbus.

description of its performance.

Where the chief operation of the machine was hidden, ingenious mirrors rigged by the operators, enabled everyone to see what went on inside in complete safety. Illustrative of the thought given the tour plans was the preparation of peep holes on a shield surrounding a welding operation, made of glare-proof glass and cut at various heights including ones for the children. These were appropriately labeled "For Wee Ones" and "For Wee-Wee Ones." Wherever danger from sparks or flying objects was present, giant plastic screens were constructed permitting free vision with minimum possible injury.

Recognition of workers was a feature of the tour. All foremen and supervisory personnel were given distinctive business-like coats to wear, which was to be their attire thereafter at the plant. On the desks of all office workers were their names. Even in the plant, men and women had tagged their own machines, benches and desks with their names. Some displayed their tools in neat order. Several die-makers took great pleasure in explaining their work to countless inquisitors.

Nearing the end of the tour, visitors were guided through a corridor in which was considerable hubbub. Fur-

the investigation proved this to be the location of a most interesting Hobby Show, which had overflowed its anticipated size and numbered some thirty entries ranging from home-made pies to odd guns. A congenial hostess distributed ballots to all visitors and carefully explained the plan of voting. At this point the tour was slowed down somewhat, but for very legitimate reasons. Here employees saw for the first time the handiwork of their fellow workers. Outsiders was how the company encourages workers to engage in worthwhile extra-curricular activity. High interest in the show, which could have been bypassed by anyone so desiring, was attested to by the fact that out of 1297 registered tourists and hosts, who braved a heavy rainstorm, 1176 voted for a winner.

First prize winner of \$25 award was Melvin Brothers, a drop forge hamerman, who displayed woodworking done at home. Fifteen dollars went to John Hout, a die repairman, for his gun collection. And duplicate third prizes were awarded George Adams, retired machinist, for his oil paintings, and "Dab" Montgomery, a bolt shipper, for

"Drop forgings are used extensively in nearly every line of manufacturing business when uniformity and exceptional strength are important considerations in the safe and efficient operation of equipment. Some of the more prominent users of drop forgings are the automotive industry, mining and conveying equipment manufacturers, makers of hand tools and the agricultural implement manufacturers.

"The production of quality drop forgings, bolts, nuts, rods and special upsets to meet the exacting requirements of industry is our every-day business—we like it and we hope you enjoyed seeing how we do it."

The folder told of the company's history from 1852.

According to the folder the company hires 1000 workers, produces 3,000 separate parts. The folder's writer and signer, Robert M. Rex, president, attributes much to the family of employees for the company's success in his closing paragraphs: "The success of any industrial enterprise," he states, "is largely dependent upon the caliber of all employees who comprise the working organization . . . All of these peo-

ple working together and cooperating with each other in their daily work, comprise a production team that has built an enviable record that, for 97 years, has stood the test of time. The Company has maintained a fine reputation of supplying a quality product at the right price and on time and, looking into the future, such cooperation as has existed for 97 years will assure maintaining that reputation for many years to come.

"The story of our Company is no different from that of thousands and thousands of other businesses, small, medium and large. It is the story of the development of these United States under our American way of life in this great land of ours. We are proud of the record, which is second to none in the world, made by our Country and its people, and we are particularly proud of the part the "Bolt Works Family" played in helping to establish this record."

There can be no doubt that the plant community in which this company lives and operates is one of its staunchest boosters. These neighbors feel that the company is a friend in their midst, it being the employer of many of its citizens, contributor to its many civic projects, and a strong advocate of the American system of free enterprise.

One morning Brown looked over his garden wall and said to his neighbor: "What are you burying in that hole?"

"Oh," he said, "I'm just replanting some of my garden seeds."

"Seeds—" screamed Brown angrily. "It looks more like one of my hens."

"It is and the garden seeds are inside."—*Pure Oil News*.

"I'll bet this is a good resort for a man to come to for asthma."

"Yes, the girls here are so dumb they can't tell it from passion."

Worry is like a rocking chair. It gives you something to do, but won't get you any place.



Reception room in Personnel Department where everyone registered, received guide books.

his exhibit of cavies. All prizes came from the treasury of the Employees Club.

The last stop was a most novel display and panels along the wall showed finished and polished products made from various forgings produced in the plant.

Upon leaving, each visitor was handed a folder telling the story of the plant's long history and a good looking box containing a kitchen tool that could do everything but talk. Inside the box was a card on which were these words: "Today, during your trip through our plants, you witnessed the production of drop hammer forgings. The part you saw being forged is the rough forging from which the souvenir kitchen shear, contained in this box, is made.



Note desk cards identifying employees during tour.

# Fact and Opinion

By The Editor

Area Councils involving large groups of management clubs are increasing. We think they serve an effective integrating purpose. One has been in existence in the Chicago area though it has not functioned up to its fullest opportunities. We recently received copy of a memorandum from Chicago area NAF Director Thornton Higgins in which a more effective area plan is outlined, somewhat similar to the so-called Columbus plan. A meeting among Chicago Industry executives and management club officers is scheduled, as we go to press, to determine whether the plan can be set in motion. We hope it works out, for with proper implementation it can prove of considerable benefit to Chicago industry.

A club home for its many and growing educational and other activities is the present goal of the Foremen's Club of Columbus, Inc. Proceeds from a project staged at the Columbus Ball Park in June are expected to help. Not every management club is in a position to look forward to such a goal, but in instances where it is practical we think it is a proper undertaking. "Good luck, Columbus!"

**A look ahead with Alfred P. Sloan, Jr., Chairman of the Board, General Motors Corporation:** "I have mentioned before the large expenditures on the part of business—capital goods expenditures, we call them. Such expenditures in 1948 amounted to about 19 billion dollars. Capital goods expenditures as a pattern, are a most significant factor in the whole economy. As they go, so goes the economy, so to speak. Such expenditures are now falling off. This, together with the fact that consumer needs, urgent and not so urgent, are becoming well satisfied and all goods are moving into ample supply, means that we must now move to a lower level. It is a natural and logical phenomenon. Nobody knows when the new level will be reached or where it will be. But it is my opinion that the new level will be, in terms of physical volume of production, considerably higher than the general prewar level. I hope we will let things follow their normal course rather than interfere through new wage increases or some form of panacea. Such only serve to prolong the operation and, in the end, increase its intensity. My individual opinion, for what it is worth, is that we are not going down very far. I appreciate that does not mean much. Perhaps what I really mean is that I can see no basis whatsoever for a real depression or even a recession of considerable consequence. Of course, if we do foolish

things nationally in the economic area—such as a substantial increase in taxes or in other ways, which is not impossible—we might accelerate the adjustment into something worse."—*From Mr. Sloan's address at GM's annual Stockholders Meeting in May 1949.*

**Congratulations to our Contributing Editor Channing R. Dooley,** president of Training Within Industry Foundation, on his being honored in June by being presented with a Life Membership Award in the American Management Association.

**Letter from Chris Hoy** reproduced on this page is addressed to Mr. H. K. Clark, president of Carborundum Company, whose picture honored our June cover. Beneath the picture, Mr. Clark was quoted from his letter with annual report to Carborundum employees as saying: "Send me any questions about things you don't understand." Chris' letter was accompanied by one from Mrs. Hoy as follows:

Dear Editor:

My son asked me what it said under this picture (he couldn't read all of the words) and when I told him, he immediately wanted to get an answer to a half dozen things he doesn't understand. So, rather than disappoint him, I helped him with the spelling of words in this letter and told him I

would mail it. However, the wording is actually his.

Sincerely,

Mrs. Gerald Hoy

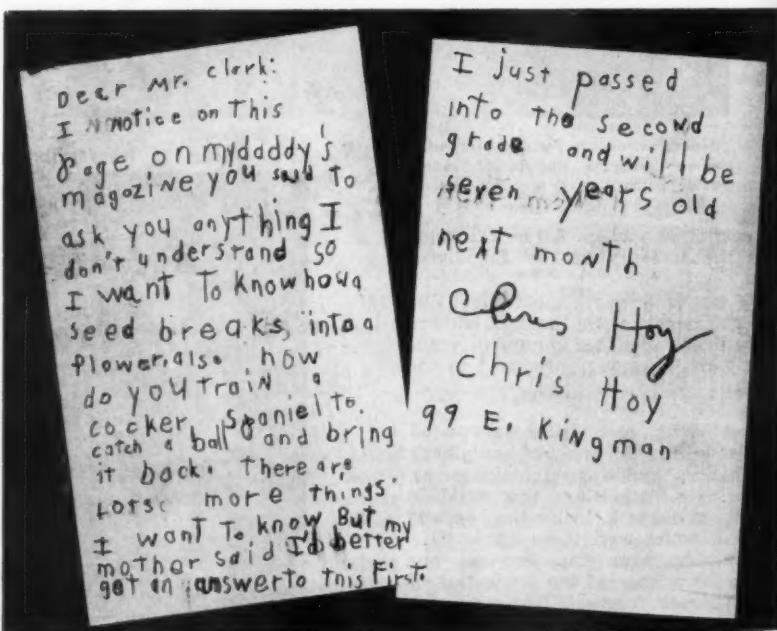
We are not sure whether every foreman subscriber reads this magazine with as much interest as is evidenced by 7-year-old Chris who must have his mother read it to him, but so long as their wives and youngsters read it I'm not so sure but that our male subscriptions will take care of themselves.

We hope Mr. Clark and his researchers will be able to provide Chris with satisfactory answers, particularly to his first question. Mr. Clark welcomes questions in his organization "with no holds barred." It's amazing though how some of the most confounding ones spring from our juniors of first and second grade age. "Glad this one is to you, Mr. Clark, and not to the editor."

**Brake Shoe Yardsticks** by President William B. Given of American Brake Shoe Company is the well chosen name of a booklet which we have examined with considerable pleasure. Brake Shoe is an organization where foremen have an opportunity to put their ideas into practice quite freely, within the framework of the broad policies of the Company, under what is well described as the "Bottom Up" management plan. We can't resist the urge to pass on a few of Mr. Given's "yardsticks" to American supervisors:

*Sincere praise never hurts even the most conceited. It's a valuable habit praising where praise is deserved. When you insincerely praise, you usually hurt the man, yourself and the company. Just don't do it—no matter how strong the temptation.*

(Continued Page 31)



See editorial: "Letter from Chris Hoy"

July 1949 MANAGEMENT

# DEVELOPING MANAGERS... Grow or "go".

Hoy  
very fore-  
magazine  
evidenced  
must have  
ut so long  
s read it,  
male sub-  
themselves  
research-  
Chris with  
arly to his  
welcomes  
"with no  
ough no  
ding ones  
first and  
one is to  
the editor."

President  
an Brake  
osen name  
examined  
rake Shoe  
men have  
ideas into  
the frame-  
the Com-  
cribed as  
plan. We  
on a few  
o America-

even the  
ble habit  
ually hurt  
company.  
ow strong

"I'd rather  
be right..."



## COULD IT HAPPEN TO YOU? (Case Study No. 4)

One busy afternoon, Foreman Sam Browne receives a shop order for a rush job that would require the efforts of all in his department to get it out on time. Sam assigns the job to the men in his department, but finds that one of his men is missing. He asks the other men if they know where Hal Jones is, but they say they don't know. Sam asks the leadman to call him when Hal returns, but after an hour has passed, the leadman calls to say that Hal has not returned.

Sam checks with the First Aid Station, but they say that Hal has not reported to them. After exhausting every other possibility, Sam checks the time clock to find that Hal is still punched in. He calls the guard on the factory gate and learns that Hal left the plant two hours before, without a factory pass and without stopping when the guard asked him to.

Sam knows that Hal understands that the plant rules definitely state that all pass out during working hours must be approved by the foremen, and that no one leaving the plant may do so without first punching out. Infraction of these rules is cause for dismissal. Sam calls the personnel department and reviews the folder of Hal. He finds that Hal has a very bad record with several notations of rules infractions, such as smoking in washrooms, etc., and that his work record is very poor. Other foremen have noted that Hal was a source of irritation in their departments. He has been accused of malingering and failure to produce the acceptable standard of required production.

Sam feels that this is a good opportunity of releasing Hal, so he makes out the termination notice and picks up his card. Hal is fired.

The next morning Hal comes to work only to find he is out of a job. He appeals to the shop steward, who in turn calls the union business agent. A union

meeting is called that night, resulting in a walk out. The union is on strike, and the plant is completely shut down.

After several days of name calling, a meeting is arranged between the company and union officials. Hal and Sam are both asked to sit in these meetings. Sam reviews his actions before firing Hal and quotes from the company rules regarding leaving the plant without authority. Company stands PAT.

Hal then tells the following story: He was working near the plant fence when his wife came up on the outside to tell him that she was sick. While talking to her she fainted. He ran back to the gate and then back to her, picked her up and carried her to his car, and drove her to the hospital. Yes, he heard the guard call, but in the emergency didn't take time to stop. His wife was still in the hospital. The union called as witnesses a newsboy and officials of the hospital, who verified Hal's story.

Sam then quoted from Hal's folder, stating that there was sufficient other evidence to warrant the termination. The union countered that other actions by Hal were not under consideration, that he was fired for this one thing.

Agreement was reached between the company and the union that Hal be reinstated with no loss in pay.

Result of the entire proceedings—loss to the company of \$150,000—loss to the workers of 60,000 man hours. What mistake did Sam Browne make?

### Answer:

Obviously Sam, the foreman, didn't get all the necessary information before taking action. This problem, while it seems exaggerated and unusual, actually took place and emphasizes an error of which many management men are guilty on occasion.

Last month we listed a number of self checks by which anyone might improve his fair dealing. We repeat again two of them which if used in this case would have avoided the problem: (1) avoid decisions or actions before all facts are in and carefully considered; (2) avoid haste in decisions or actions when angry or under emotional stress. When differences of opinion exist be calm and pleasant about your opinions, decisions or actions. Keep an



By  
"Bill" Levy  
Educational  
Editor

open mind and be patient and sincere in getting all objections and trying to understand the other fellow's point of view.

## Answer Please

Educational Editor Levy receives hundreds of queries from our readers regarding management problems. Insofar as these questions are of general interest to management men he, in addition to giving the individual a personal answer, includes in *Manage* the suggested answer or solution offered from the many top sources of information available to us.—Editor.

**Question**—Should foremen be required to punch a time clock?—R. D. (Michigan)

**Answer**—Time clocks would not appear to be in harmony with any concept of unity in management which encourages executive management to evidence the importance in which it holds foremen. In fact, we would recommend that a foreman should have a desk or office, individual mail box and any other physical evidences which might dignify his position in industry.

**Question**—What suggestions do you have for the development of good management club programs?—W. T. (Ohio)

**Answer**—Following are some suggestions on "general characteristics of a good program for a year."

(1) Four or five good speakers on various subjects. These might include two of national significance, two from industry and one from executive management.

(2) Two or three panel discussion programs, preferably on plant problems in shop clubs; on human relations in city clubs.

(3) One Ladies Night, including a speaker, entertainment, and possibly a dance following the program.

(4) One NAF Night at which local dignitaries will be asked to attend and perhaps say a word, a representative of NAF from the National office may be present and speak and your local NAF director should be there.

(5) Two outings during the warm Summer months.

(6) The speakers should be distributed throughout the year's program, rather than bunched together. The subjects used by the speakers should be carefully chosen and a wide variety selected.

(7) Additional educational activities (plant trips, club training programs, films, etc.) should be made available to members throughout the month.

In conclusion we suggest that timing, variety and member participation are vital success factors in any program.

**Question**—How can we develop in foremen and other management men a "sense of belonging to the management team?"—L. J. (California)

**Answer**—Psychologically a foreman who has a "sense of belonging" (1) feels that he is contributing to the common objective of the team (2) feels that he has something in common with the team (3) feels that achieving the common objective is important to him personally and (4) directs his feelings and actions toward the group and is recognized by the group.

If an organization wants to develop the "sense of belonging" in a foreman the following method is strongly recommended: (1) state as fact that he has a definite place on the management team; (2) demonstrate that he is a member of the team by (a) asking him for information and advice (b) placing more trust and confidence in him (c) permitting him to cooperate in the formulation of policies and their execution (d) creating an atmosphere of cooperation, confidence, sincerity and good will and (e) allowing him to participate in making the rules that affect him.

\*

**Question**—Can a foreman with divided loyalties function as a member of management?—R. S. (Michigan).

**Answer**—No. The foreman must remain an individual responsible to his employer. If his allegiance and loyalty are divided, his ability to represent his employer is lost. A foreman cannot maintain discipline over and obtain efficient production from those working under his direction and simultaneously be subject to disciplinary action by any individual or group other than his employer or his superior representing his employer. Any limitation or weakening of the sole responsibility of foremen to employers must result in the destruction of the value and therefore the rewards of the position.

\*

**Question**—What is your opinion on the possible labor loss we might incur by stopping the quitting time of our first shift operations at 4:12 p. m. instead of 4:00 or 4:30 p. m.? I refer to the tendency of operators to reduce or entirely stop activities at about 4:00 p. m. and possibly earlier.—E.H.K. (Calif.)

**Answer**—I have checked this matter with several industrial relations men and, in their opinion, it would make no difference as to whether your shift operations stopped at 4:12 p. m., 4:00 or 4:30 p. m. As a matter of fact, in one of our largest plants in Dayton, employing approximately 18,000 men they actually conclude their first shift operations at 4:12 p. m. or comparable time. This has been going on for a considerable period of time and they maintain that it makes no appreciable difference.

---

Customer: "To what do you owe your extraordinary success as a house-to-house salesman?"

Salesman: "To the first five words I speak when a woman opens the door. I always ask: 'Miss, is your mother in?'"



## Grist from Freedom's Mill

by *Capt. Eddes Pickelback*

It is easier to find the nugget of Truth in the chaos of Controversy with a light-torch than a blow-torch.

☆ ☆ ☆

What is better? To be Shareholders in America? Or Share croppers under Communism?

☆ ☆ ☆

Remember Teddy Roosevelt's advice: "Speak softly and carry a big stick; then you will go far without trouble."

☆ ☆ ☆

The important thing is not how much you make in terms of money, but how much you contribute, in one way or another, toward the fulfilment of production. Without production, gold has no value, and dollars are not worth the paper they are printed on.

☆ ☆ ☆

The big mistakes we correct are not nearly as serious as the small mistakes we ignore.

☆ ☆ ☆

A one-lesson course in the value of a dollar: try to borrow one.

☆ ☆ ☆

You are not judged by your intentions in this world, but by the fruits of your services to mankind.

☆ ☆ ☆

Congress can appropriate all the billions of dollars that the President and the Defense Department can spend for national protection, but when it comes to the precious element of Time, Congress cannot add a single hour to a day, to a year, or to a century.

☆ ☆ ☆

Cleave to the American axiom of thrift: Use it up—wear it out—make it do—or do without.



**NAF CONVENTION**  
DETROIT, SEPTEMBER 21-24

Pitts  
inaugu  
trainin  
of the  
first co  
employ  
poratio  
cedure.

Unde  
labor c  
sessio  
with a  
ganiz  
they ca  
corpora

Other  
fective  
Selling  
Proble

"Alp

Toledo  
Jeeps a  
Paint  
Swiss m  
inspected  
Gianett  
brosoli,  
for Sw  
will be  
arrival

**Super  
Cent**

Detro  
Motors  
acre sit  
uled to  
cording  
General

The  
vast re  
ssing a  
eral Me  
new co  
meet to

Willia  
enginee  
vealed t  
extendi  
will get  
ing for  
will co  
drafting  
ings, a  
office an

Next  
tories D  
feet of c  
—consis  
tory, me  
ings.

First

# Management News

## Dravo trains leaders

Pittsburgh—Dravo Corporation has inaugurated a series of leadership training courses for employees as part of the firm's educational program. The first course, now being taken by 24 employees of four divisions of the corporation, is on parliamentary procedure.

Under Clyde H. Slease, the Dravo's labor counsel, the initial course of six sessions is designed to equip employees with a fundamental knowledge of organizing and conducting meetings so they can participate in both civic and corporation activities.

Other courses planned include Effective Speech, Human Relations in Selling, Applied Salesmanship and the Problems of Handling People.

## "Alpine" Jeeps

Toledo, Ohio—Six hundred "Alpine" Jeeps are joining the Swiss Army.

Painted a shadow black to blend with Swiss mountain terrain, the Jeeps were inspected in Toledo this week by Gianetto Ambrosoli of Fratelli Ambrosoli, Willys-Overland distributor for Switzerland. Special equipment will be installed on the vehicles upon arrival in Zurich.

## Super "Tech" Center for GM

Detroit—Construction of the General Motors Technical Center on the 350-acre site north of Detroit was scheduled to begin the middle of June, according to C. E. Wilson, president of General Motors.

The new center will embrace the vast research, engineering staff, processing and styling operations of General Motors and provide an entirely new concept of industrial research to meet tomorrow's needs.

William J. Davidson, administrative engineer of the Technical Center, revealed that the construction timetable, extending over the next three years, will get under way with ground breaking for the Engineering Group. This will consist of administration and drafting, shop and dynamometer buildings, a total of 235,000 square feet of office and shop space.

Next will be the Research Laboratories Division Group—427,000 square feet of office, laboratory and shop space—consisting of metallurgical, laboratory, mechanical and processing buildings.

First work on the Research Group

also will begin this year, immediately following the Engineering Group.

Initial buildings in the Engineering Group, Mr. Davidson said, are expected to be ready for occupancy by the early summer of 1950, followed immediately by the Research Group.

At the same time, construction of such facilities as the power plant, sewage disposal plant, pump house and reservoir, water tank, central kitchen and other service units will be co-ordinated with the main plans so they can function when the technical groups begin operations at the new site.

Subsequently, the Technical Center will include Styling and Process Development groups, each outfitted with its own set of buildings.

The buildings will be grouped around a seven-acre lake that will not only lend beauty to the surroundings but also will have a utility value in connection with the center's operations.

The entire Technical Center property measured one and a half miles long and about a half mile wide.

Architecturally, the buildings will be of unique design, both modern and functional in concept. They are planned for maximum flexibility of space requirements, adaptable to any changes that may arise in GM's future developments.

## Big safety campaign at Hoover scores heavily

North Canton, Ohio—A reduction of 85.5% in the company's lost-time injury frequency rate was achieved by the Hoover Company, vacuum cleaner manufacturer, in an intensive 3-month campaign, February through April.

There were only three lost-time accidents during the period, against a previous rate of nine per month. During the campaign, the plant worked 1,118,567 man hours. The lost-time injury frequency rate for the three months was 2.68, as compared with the 1948 frequency of 18.50.

"The campaign showed that accidents come from definite causes that can be controlled," says Louis D. Humbert, safety director.

To help make the campaign effective more than \$5,000 in cash and merchandise prizes were awarded.

One of the factors in the campaign's success, Mr. Humbert believes, was the thorough training given supervisors before it got under way. Material on what other companies have done was collected and studied. A 6-week safety improvement program was given all supervisors. Supervisors were grounded in safety rules and safe working habits. Each was briefed on his department. Every step of the campaign was thor-

KLEIN

CUTS  
COSTS

with Correct  
CUTTING  
FLUIDS



MATHIAS KLEIN & SONS, Chicago, selected cutting fluids for machining high carbon vanadium steel forgings for the well known Klein pliers on a basis of competitive tests. When using D. A. Stuart's Solvol, tool life was more than double that secured by the best of several products tested.

With a 20 to 1 dilution of Solvol, side broaching is at the rate of 28,000 pieces per grind. Drilling, reaming and countersinking are done at the rate of 650 pieces per hour with a 30 to 1 dilution of Solvol.

The increase in tool life and production and the satisfactory finish secured with Solvol on this job are excellent examples of the cost cutting opportunities possible by using the best cutting fluid for the job. In buying cutting fluids it is wise economy to figure production costs rather than cutting fluid price. Write for booklet, *Cutting Fluids for Better Machining*.

STUART service goes  
with every barrel

D. A. Stuart Oil Co.

2729-33 South Troy Street, Chicago 23, Ill.



Ernest Wanigmann (left) manager of Consolidated Vultee Aircraft Corporation's San Diego Division, accepts on behalf of Convair employees, the National Safety Council's white pennant with a large green S and two stars, from Robert A. Pike, San Francisco, Western regional field representative for NSC. Pike also presented to Convair NSC's distinguished service-to-safety award of honor plaque. The pennant and the plaque were presented for the Division's operating 2,285,374 man-hours without a disabling accident between January 24 and March 15, 1949. The Division won the award twice previously, in 1946 and 1947—is the only aircraft company in the U. S. to have won it three times and the only manufacturing company west of the Mississippi to have won it twice. Safety pennant flies over plant every day during which no disabling accident occurs—is lowered on days when one happens. Presentation occurred at May meeting of Convair Management Club. "Congratulations, Convair!"

oughly studied. Effects of this thorough preparation and training of supervisors will be beneficial long after the campaign, it is believed.

Nine safety contests were conducted in the three months. These included a 30-day plant-wide perfect record contest for all hourly-rated workers; a safety sweepstakes contest for hourly-rated workers; a sweepstake for foremen, assistant foremen and full supervisors; another one for superintendents and general foremen; a weekly "know the slogan" contest; a monthly safety slogan-writing contest for factory and office workers; a perfect week contest and a safety improvement contest for each of the three months for foremen, assistant foremen and supervisors; and a safety improvement contest for superintendents and general foremen with hourly-rated employees.

### **Olson men go fishing**

Chicago, Illinois—Meeting of Olson Rug Supervisor's Club held June 8 was one of the most successful and entertaining we have held. After an excellent turkey dinner, members were treated to a program combining a guest speaker, raffle of fishing equipment, and three short movies.

We were fortunate in obtaining the services of J. Archer Kiss, sales and management consultant. Formerly a writer for the CHICAGO TRIBUNE and radio commentator, he has also spent 10 years as staff instructor at the Dale Carnegie Institute, and is inter-

nationally recognized as an authority on human relations. His presentation, "Human Engineering in Safety", has thrilled audiences everywhere with its penetrating knowledge of human behavior. His talk sparkled with interesting anecdotes and good humor. He was refreshing, factual and entertaining.

The first of the three films was educational concerning rug and carpet manufacturing, and was well received. Two shorts were projected on the subject of fishing. Tony Acetta, world's champion bait caster, was featured—revealed the right and wrong ways.

The fishing films were timely, inasmuch as plans are being formulated for our annual July 4 outing at "Big Woods Lodge" near Eagle River, Wisconsin. At this time each year Olson Supervisors spend four days at the Lodge, with expenses paid entirely by Walter E. Olson, president of the firm. The beautiful Wisconsin estate has many cottages which are turned over to the employees during summer vacation period. Many an Olson Rug Company member has spent a pleasant two weeks vacation at this beautiful spot. The foremen are looking forward to this event. Each man is already planning a few choice stunts of fun and horseplay.—Earl F. Jarvis.

---

"My wife talks to herself."  
"So does mine, but she doesn't know it. She thinks I'm listening."



"TOP MEN" E. D. "Eddie" Robinson (left) and T. C. "Tony" Berardini, new president and vice-president of recently organized Convair Recreation Association of San Diego. Both have long been active in promoting sports activities in the big aircraft plant of Consolidated Vultee.

Object of Association (all Convair employees belong as non-dues-paying members): to place the operation of recreation program entirely under management of employees. Income from plant vending machines goes to Association—promises to be adequate for substantial program. Since first of the year 17 activities have been organized—are operating with enthusiastic employee support. "Exchange Library" is a C.R.A. project. Employees leave two paper-backed books, take one, until the large bookcase is filled, when the exchange will drop to one-for-one. Operating on a strict honor system, it has already grown to 200 volumes.

### **Armco offers director**

Middletown, Ohio—An announcement was made at the last regular meeting of our Club that Marion Kershner had been proposed as a candidate for directorship in the National Association of Foremen. This candidacy has been accepted by the NAF and will be voted upon at the Association convention in September.—C. Kindred.

### **Clark men learn company finances**

Battle Creek, Mich.—May meeting of the Clark Foremen's Club May 19 featured installation of officers, a safety talk, and an interesting explanation of the Company's financial structure.

Ezra W. Clark, director and former vice president of Clark Equipment Co. and a charter member of the club, was in charge of the installation, making it an inspiring ceremony with that added touch of humor that has helped make him in great demand as a speaker.

Clyde Miles attended the National Safety Council at Detroit this year and gave us a very vivid and constructive talk on what he observed. He noted that Wm. Manspeaker, Clark safety director was in charge of one of the conferences.

Last year's officers were all re-elected with the exception of vice president. They are Roy Hedstrom, president; Lynn Hollingshead, vice president; Leo Boice, secretary; Don Guilfoyle, treasurer.

The  
to G.  
Equipm  
ance S  
manner  
why t  
underst  
The n  
had ans  
the aud

Detro  
edu

Detro  
meeting  
the De  
cussion  
were le  
per Or  
tives, w  
to thei  
lems.

Entire  
was di  
discuss  
Not or  
problem  
led to  
between  
arrange  
Forum,  
agreed  
value i  
ship.

Prev  
by the  
have co  
the NA  
industri  
the co  
of mem  
sions th  
been la  
success.

The  
organiz  
consiste  
was co  
present  
and inc  
sonnel



MANA

The meeting was then turned over to G. E. Arnold, secretary of Clark Equipment Co. who took the 1948 Balance Sheet and explained it in such a manner that left everyone wondering why they had never been able to understand one before.

The meeting closed after Mr. Arnold had answered numerous questions from the audience.—R. A. Corey.

## Detrex concludes educational series

Detroit—A very interesting series of meetings have just been concluded by the Detrex Supervisors' Forum. Discussions during five monthly meetings were led by Vaughn Garrison and Casper Ordal, personnel training executives, who are thoroughly qualified due to their association in personnel problems.

Each evening during the series, the entire group of members attending was divided and each leader led the discussion independently of the other. Not only were individual personnel problems taken up, but open discussion led to ways and means of cooperation between departments. This series was arranged by the president of the Forum, T. J. Kearney, and it was agreed by all that it had a definite value in inter-departmental relations.

Previously, the programs arranged by the various Program Committees have consisted of speakers both from the NAF roster and from outside industrial sources. It has been felt that the continuity of this series of meetings, the segregation of the two groups of members, together with the discussions throughout the entire group have been large contributing factors to the success of these meetings.

The Detrex Supervisors' Forum was organized in 1946 and at that time consisted only of shop personnel and was comprised of nine members. At present the Forum has 42 members and includes all office and shop personnel in a supervisory capacity. The

final meeting of the 1948-49 year was held May 10. New officers and Board of Control members were elected. Meetings will be resumed in September when newly elected officers will be installed.

## Speech goes over at Joy

Michigan City, Ind.—Twenty members of the thirty-six who enrolled in March for Purdue Extension University Practical Speaking class finished the course on May 24.

Several members finished with high honors. Nearly all of members and their wives were taken on a tour of the new Purdue Extension home now in Michigan City. This home was formerly the Barker Home, was furnished in early 1900 period furniture, rich tapestries and so forth—a typical rich man's home of the time. We all enjoyed this tour and we hope in the fall we will be able to take further courses through Purdue Extension.—C. F. Glaze.

## Variety at King's County

Brooklyn, N. Y.—On May 19 was the last monthly dinner meeting of Kings County Foremen's Club for 1948-1949 season—held at the Park Vanderbilt. Officers for 1949-50 unanimously elected were: president—Lloyd E. Larson, A. Schrader's Son; 1st vice president—William Chandler, Brooklyn Borough Gas Co.; 2nd vice president—Harold Meyer, Socony-Vacuum Oil Corp.; secretary—Hugo E. Gentsch, John J. Cavagno Co.; treasurer—William Tierney, Eberhard Faber Pencil Co.; sergeant-at-arms—Nicholas D'Auria, A. Schrader's Son. Installation will take place in October.

Members were entertained by a small band composed of local talent recruited from nearby plant of A. Schrader's Son. Members also entertained themselves with impromptu vocalizing. A. J. Rolff, one of the club regulars, gave a much applauded performance on the musical saw.

Featured speaker was F. J. Langner,

member of the class in "Effective Speech and Personality Development" sponsored by the Club. He spoke of the benefits derived from attendance at the class—gave short "thumb nail" sketches of hobbies and interests of other class members. He demonstrated by his self confidence and delivery the effectiveness of the 12-week training.

A sound moving picture—"Give Us This Day—the Story of Bread"—showing the processing of bread since primitive days was presented.—E. A. Valet.

## Discusses Latin American agriculture

Spreckels, Calif.—Agricultural conditions in South and Central America were described by W. W. Robbins at Cademartori's, on May 12, when he addressed a well-attended dinner of Spreckels Management Club. A professor at the College of Agriculture at Davis, he had a leave to tour the southern continent, to obtain first-hand information. His trip was in part under the friendly assistance of the State Department, office of foreign agricultural relations in South America, and his itinerary was arranged by the U. S. embassy in countries he visited.

He stated that South America can grow all crops grown in the United States plus many tropical crops. Production of food has unlimited possibility and, with the help of the United States, new and modern methods of production are being gradually introduced. He reported these countries are held back by political instability, lack of dollars, and lack of know-how. The State Department is maintaining very friendly relations with South America.

His talks in South America were on the control of weeds and he was surprised at primitive methods used and lack of knowledge of new chemicals developed in the U. S. He gave many interesting personal experiences. Being unable to speak Spanish, he had no difficulty in talking to interested groups in English.

"The opportunities for a young man



Detrex Supervisor's Forum (Detrex Corporation, Detroit) during their five-month series of interesting supervisory training meetings. Members separated into small groups, each with a discussion leader for more effective presentations.



Good luck to these men as they steer the Douglas Long Beach Management Club in their recent affiliation with The National Association of Foremen. From left: Club Treasurer J. P. Wilson, President C. W. Berto, Secretary Paul Miner, Vice President C. L. Way. "Welcome to NAF!"

with education would be unlimited," said Robbins, "and the continued education in this country of young men from the various nations of the south would increase friendly relations and make for Western Hemisphere solidarity."

George P. Wright, district manager of Spreckels Sugar Company, introduced the speaker. Presiding was Club President Cal Dorough, plant engineer.

### Douglas stages top management meeting

El Segundo, Calif.—Donald W. Douglas, president of the Douglas Aircraft Company, Inc., gave the management men of the Douglas Company's three West Coast plants an opportunity last night at the Roger Young Auditorium in Los Angeles to witness a typical top management board meeting dealing with the obtaining and fulfilling of production contracts.

Over 500 management men of the three Douglas West Coast plants attended the dinner meeting at which Douglas and other top company executives were guests.

Highlighting the evening's entertainment was the presentation by the Douglas Company president and his staff of an executive meeting which takes place in connection with the award of a production contract for airplanes.

The Douglas Company executives participating in the program were: D. W. Douglas, president; F. W. Conant, senior vice president; V. E. Bertrandias, vice president of Foreign Sales; Nat Paschall, vice president of Domestic Sales; H. W. Strangman, treasurer; D. W. Douglas, Jr., director of Contract Requirements; F. E. Hines, Corporation counsel; R. A. Hall, assistant to senior vice president and J. O. Moxness, assistant to vice president.

The program was presented under the auspices of the three Douglas Management Clubs which assigned responsibility for arrangements to the El Segundo Club, program to Santa

Monica, and entertainment to Long Beach.

### New Douglas Club

Long Beach, Calif.—Douglas Long Beach Management Club celebrated official membership in National Association of Foremen by holding its charter meeting and formal installation of officers at Lakewood Country Club March 30. Guests included Ted Conant, company senior vice-president; Don Hart, NAF director; Butch Messer, NAF vice-president; Roy Bell, NAF regional manager; Stu Newsom, Santa Monica Club president; and Merle Bouse, Air Force chief inspector at Long Beach plant. Elmer S. Nelson, internationally known economic consultant and lecturer, kept the 104 members and guests enthralled for more than an hour with an expert and interesting analysis of the world's present economic situation with its particular effect on the United States. His logical presentation and interpretation of economic facts convinced listeners that our future is on solid ground.

Ted Conant gave full support of top management to the three plant clubs. Don Hart installed officers announced last issue. Butch Messer made the charter presentation.

Board of Control consists of M. E. Austin, J. Babrowski, K. F. Mathews, E. A. Skaring and G. F. Spradling. All temporary committee chairmen were elected to permanent office except Charlie Way. Having been elected club vice-president, John Stukes takes his place as membership committee chairman. J. C. McKee won the sergeant-at-arms post.

### Heinemann: flights to moon now possible, but

El Segundo, Calif.—"Flights to the moon are possible today, but it will be necessary to spend huge sums to make such flights a reality".

E. H. Heinemann, designer of some of America's fastest aircraft and chief

engineer of the Douglas Aircraft Company's El Segundo Plant made this statement May 12 in a lecture before 150 management men in Inglewood.

Speaking at the fourth monthly meeting of the Douglas El Segundo Management Club, he reviewed aviation's 45 years of progress—promised tremendous increases in the speeds of research aircraft in the future.

"Speeds below 35,000 feet may not exceed the 14 mile per hour yearly advancement since the Wright brothers first flew in 1903, but the advent of post war research in aerodynamics and new fuels make flights to the moon possible today".

"Excessive speed at sea level is extremely difficult", Heinemann stated. "The heat problem will definitely force high speed aircraft to altitudes over 35,000 feet. At this altitude the temperature is reduced to an average of minus 65 degrees F. The cold air tends to offset the limiting heat friction at sea level operation."

Heinemann also warned the assembled management men not to underestimate Russia's ability to produce top calibre aircraft. The Russians have access to excellent German research information and have captured many of the Reich's leading aeronautical scientists. He believes that American aircraft, however, are the best in the quality of construction and the pilot safety features.

An exceptionally well informed authority on aircraft speeds, Heinemann directed the design and development of the Navy's Douglas Skystreak and Skyrocket now engaged in advanced high speed flights at Muroc, California to obtain data for science.

Surprise feature of future Douglas El Segundo Management Club meetings will be the presentation by E. E. Wissman of a specially designed ceramic cup to the member chosen as "Mug of the Month".

Don Maier, program chairman, expects this surprise feature to be a



Douglas Aircraft (Long Beach, California) Plant Manager F. W. Herman and Company Senior Vice President F. W. Conant enjoy a good one during formal NAF charter presentation meeting of the new Douglas Long Beach Management Club.

raft Com-  
made this  
re before  
wood.  
monthly  
Segundo  
aved avia-  
promised  
speeds of  
.

may not  
early ad-  
brothers  
dvent of  
mics and  
the moon

el is ex-  
n stated  
ely force  
des over  
the tem-  
verage of  
air tends  
iction at

the as-  
t to un-  
produce  
ans have  
research  
ed many  
onautical  
American  
st in the  
the pilot

med au-  
ineman  
development  
reak and  
advanced  
california

Douglas  
b meet-  
by E. I.  
signed as

nan, ex-  
to be a

popular one with club members since the member chosen as "Mug of the Month" is anonymous until the presentation of the cup. E. E. Wissman, club member and author of a book on Aircraft Inspection methods, has been chosen as the spotlight speaker for this feature. It will be Wissman's job each month to pick a club member and prepare a short biographical sketch for use in the presentation.

The idea for the "Mug of the Month" has been enthusiastically received by Board of Control members. Russ Cocks, temporary secretary of the Club, voiced the opinion during discussions on the proposal that "Most people think we were all born in aircraft factories; some of us have held other very interesting jobs which are unknown to most of our membership".

The "Mug" itself is of a special design prepared by E. A. Scram, head of the Douglas Aircraft Company's illustration department. Its design embodies the Douglas "around the world" trade mark and is emblazoned with the recipient's name.

The Douglas El Segundo Management Club is a club of Douglas Aircraft Company, Inc. management men—membership is 250. Meetings are held each second Thursday of the month at the Inglewood Country Club.

### Sparton fetes ladies

Jackson, Michigan—The evening of June 11, the Sparton Radio and Television Foremen's Club held their annual ladies night in the Georgian Room of the Hotel Hayes. One hundred and sixty-two members and guests were present.

After a wonderful buffet style dinner, entertainment was provided by a barbershop quartet, a comedy dance team and Al Tucker and his violin. Dinner music was furnished by Jack Lewis on the Hammond organ. Each lady guest was presented a gift—courtesy of the club.

The newly elected officers were installed by Hermon L. Walker, retiring president.

Dancing to the music of Art Jackson and his orchestra concluded the evening.—A. R. Wilson.

### Colonial Radio makes good start

Buffalo — A hilarious night-of-fun brought an end to the winter meetings for members of the Colonial Foremen's Club as more than 100 merrymakers joined in a festive party in the exclusive Harris Hill clubrooms, May 20. Flowers for the ladies, enjoyable games, and a delicious buffet luncheon highlighted the party.

Company President Edward E. Lewis led a delegation of other company "top management" men as they participated.

The young organization, composed of foremen and other executives of the Colonial Radio Corporation, is a comparatively infant affiliate of the Na-



Officers of newly formed Supervisors' Club of Clayton Mark & Co. (Chicago) (left to right): Joseph Kasian, 1st vice president, George Vanden Heuvel, 2nd vice president, Walter Barry, secretary, Thurston Wicklund, president, Cyrus Mark, president of Clayton Mark & Company, Wesley Ruland, treasurer of the Club, and Jerry Turek, Dole Valve Company, NAF national director. "Let's give the boys a big hand!"

tional Association of Foremen, having received the coveted charter last January.

The club, led by energetic Orville H. Jensen, Radio Assembly superintendent, was organized last October—has since conducted well-balanced monthly meetings, blending highly informative and educational features with social activities.

Other officers include: Frank Paluch, vice president; Albert Yea, secretary; Phillip Surdyke, treasurer.

Board of Control includes: Jack Post (two-years), and Cliff McCarthy, Ernie Dildine, C. "Mickey" Singer, and Herbert Schreiber, one-year terms.

Well functioning committees appointed by President Jensen have been responsible for providing the club with a healthy start. Committees include: Membership—Chairman Al Falletta, John Grieg, John Mamon; Booster Foremen: Frank Kocsis, Joseph J. Mooney, Harold Traum, Phillip Surdyke; Program: Chairman Robert Traquair, C. "Mickey" Singer, James Case, Walter Metcalf; Publicity: Chairman Jack Post, Clifford McCarthy, Jerry Hoffman, Howie Klauber; Auditing: Ernie Dildine, Harold Traum, Herbert Schreiber.—H. F. Klauber.

### Dole Valve makes award

Chicago—On June 1 the Dole Valve Management Club presented a \$100 check and a National Association of Foremen Scholarship Certificate to Steve Yelich, Jr. at Austin High School. The winner was selected from a group of boys of the graduating class in the technical and shop courses.

This group had been screened by their teachers for their consistently good record in shop work and for high standards of character, leadership and

cooperation exhibited in their four years of school work. Winner was chosen by a committee from the Club after interviewing the boys individually to determine their interests and intentions.

Steve Yelich plans to work and go to a trade school in the evenings. He will use the award to buy tools and pay school expenses. Ultimately, he plans to enter the automotive industry.

The enthusiasm and interest stimulated among students by this award and the knowledge of having contributed even in a small measure so that this young man could realize an ambition is a source of great satisfaction to the Club.—C. J. Schanz.

### Big awards at Briggs

Detroit—Nineteen Detroit area high school students are competing for three scholarships of \$1,000 each to be awarded this year by the Management Club of Briggs Manufacturing Company. The Club, composed of more than 1600 members of the supervisory personnel at Briggs, initiated the scholarship fund last year in the interest of fostering higher education and scholastic attainment.

The contestants, representing 13 different schools, will be judged on the basis of a three-hour written examination, social adjustment rating, high school record, and personal interview. In accordance with the rules of eligibility, all the students are 1949 high school graduates and sons or daughters of Briggs Club members.

Members of last year's selection committee have consented to serve as judges this year: Dr. Warren K. Layton, Detroit Board of Education, chairman; Father Hugh P. O'Neill, S.J., University of Detroit; Harry T. Wool-

son, former director of Chrysler Institute of Engineering.

A single award of \$3,000 was shared by the two leading contestants in 1948 and latest reports indicate that both are doing well. John A. Burnie, the son of Briggs accountant John Burnie, has completed his first year of study at the University of Michigan. The other winner, Robert J. Lucas, the son of Leslie Lucas, a foreman at the Company's Mack Plant, is following a pre-medical course at the University of Detroit.

The Management Club at Briggs expects to continue awarding the scholarships annually.

## Carborundum group inspects new plant

Niagara Falls, N. Y.—The Carborundum Foremen's Club held its May meeting in the Company's Coated Products Division at Wheatfield. After an excellent dinner, Club members toured the huge new plant.

Those seeing the new manufacturing unit for the first time were greatly impressed with its tremendous capacity for production.

After the inspection the Club elected William Ruffner, president; Paul Work, vice president; Earl Masterman, secretary; Philip Burridge, treasurer; Hartley Eaton, former president was elected to a 3-year term on the Board.

The Club extends thanks to Bill Wendell, manager of Coated Products and other members of the Division for an enjoyable evening.—Roy Shels.

## Sylvania hears O'Connor

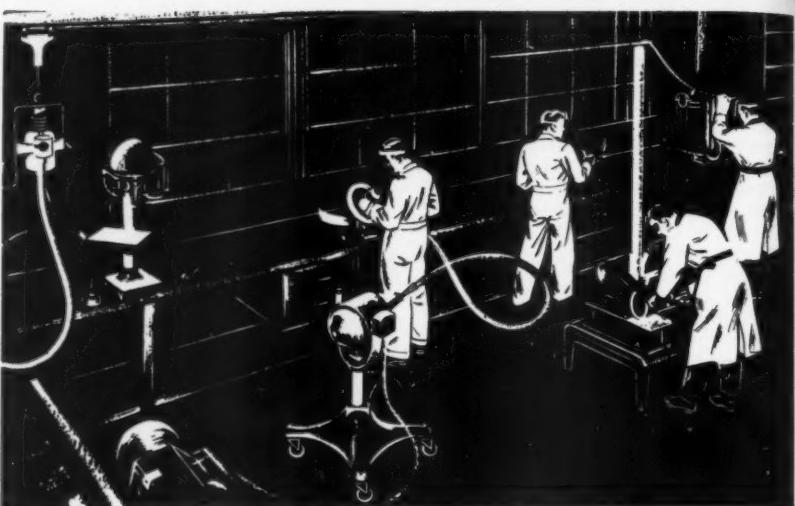
Emporium, Pennsylvania — At the May meeting of the Sylvania Foremen's Club, Reverend Father Sixtus O'Connor, professor of Philosophy at St. Bonaventure College, told of his experience as chaplain during the famous Nuremberg trials. This was Father O'Connor's second appearance in Emporium as a speaker this spring and again he was acclaimed and hailed, not only as an orator but a man with a keen insight on life and one who made history live.

Results of the balloting for officers at the previous meeting were announced: Harry Burton, president; Al Francis, vice-president; Tom Woodward, secretary; Henry Kolpien, treasurer.

## Spartan Names Officers

Jackson, Michigan—Newly elected officers of the Spartan Radio and Television Foremen's Club are: Fred T. Henry, president; Wyman LeTourneau, vice president; Edwin Boyette, secretary; Harold Clement, treasurer. Stan Dutkiewicz has been appointed program director for 1949-50.

Plans for a summer round-up are in the making and a banner year is anticipated by the new officers who were installed in conjunction with the Club's annual Ladies Night.—A. R. Wilson.



Testing Laboratory in the new Coated Division plant of The Carborundum Company where abrasives and their operation in various applications are analyzed.

## New Carborundum book

Buffalo—To mark completion of its modern factory for the development and manufacture of coated abrasive products, The Carborundum Company has published a 32-page, two-color book presenting the outstanding features of its new service, research and production facilities at Wheatfield, New York.

Entitled "The Finest in Coated Products . . . CARBORUNDUM," this book is illustrated with dry brush drawings and describes the closely controlled, scientific methods employed at Wheatfield which assure production of quality abrasives. In addition, it outlines the importance to industry of these abrasive products for production of more and better goods, at lower cost.

Copies of "The Finest in Coated Products . . . CARBORUNDUM" will be mailed on written request to The Carborundum Company, Post Office Box No. 337, Niagara Falls, New York.

## Safety essay awards by National Works Club

McKeesport, Pennsylvania—Presentation of cash awards to safety essay contest winners featured the May meeting of National Works Foremen's Club of the National Tube Company here. Contest was held among senior students in the city's public and parochial schools. First prize of \$100 went to Daniel Stashko, senior class president at Vocational School; second prize of \$50 to Neil Johnson, senior at Technical High; third prize of \$25 to Fred Eisele, also Vocational High senior. The awards were presented by Glenn Griffin, National Safety Council Director of Industrial Training. Honorable mention in the contest went to Marlene Lettersky, Peter Sternlieb, and Shirley Krimm, all of Tech High. In attendance besides Mr. Griffin were other officers of the National Safety Council and members of the faculty of the city high school.

## Convention Notes

Dayton—The advance program announced in last issue for the annual convention of The National Association of Foremen (Detroit, Sept. 21-24) is filling in nicely. In addition to sectional conference leaders published then, the following conference leaders have subsequently been announced:

"The Worker—Your Responsibility"—Whiting Williams, consultant in public and employee relations, Cleveland; and Everett R. Smith, director of research, Macfadden Publications, New York.

"Morale—The Mosaic of Your Workers Feelings"—Lee Stockford, industrial relations advisor, Lockheed Aircraft Corp., Burbank, California.

"The Profession of Management—How Can It Be Achieved?"—W. H. Driscoll, vice president, Carrier Corporation, Syracuse.

"The Truth About Profit and Loss"—Harry W. London, public relations counsellor, Hill & Knowlton, Inc., N. Y.

In the general sessions program it is announced that Dr. E. Shurley Johnson, Pastor of Central Methodist Church, Detroit, will give the invocation on Thursday and Reverend H. J. Wirtenberger, S. J., Regent, University of Detroit on Friday.

In the conference "The Foreman and His Role in Key Production Problems", Ed Watson of American Car & Foundry Company finds he will be unable to attend as previously announced. Other additions and changes in the Convention program will be announced in subsequent issues.

Reports indicate a vital interest in this year's meeting which will be held at the Statler and Tuller (not Fuller as announced) Hotels and the Masonic Temple.

Direc

Louisv  
men Clu  
that is  
Compan  
Kentuck  
Princi  
nie H.  
Church  
"Soil C  
Spotli  
han, for  
ment, v  
Compan  
Hardest  
There  
during  
be held

Pitts  
Buys

Pittsb  
Compan  
industri  
organize  
has pu  
Compan  
ducing  
Canada,  
preside

At pr  
pairs t  
other e  
sumed a  
Accordi  
be with

Russi

South  
dinner  
the Bro  
on May

A str  
music a  
were i  
Drain,  
chairma  
Treas;

Meet  
install  
Harold  
Duthie  
MANA

## Directors Nite at Avery

Louisville—B. F. Avery & Sons Foremen Club celebrated Directors' Night, that is directors and officers of the Company, at our June meeting at the Kentucky Hotel.

Principal speaker was the Rev. Lonnie H. Hass of the Bethany Christian Church of Evansville, Indiana. Subject: "Soil Conservation".

Spotlight speakers were Joe Lenahan, foreman of the Cultivator Department, who has been with the Avery Company for 52 years, and Dave Hardesty, chief inspector.

There will be no scheduled meeting during July. A fish fry and outing will be held during August.—E. T. Meyer.

## Pittsburgh Plate Glass Buys Canadian Plant

Pittsburgh—Pittsburgh Plate Glass Company through the Canadian Industrial Glass Company, Ltd., a newly organized, wholly owned subsidiary, has purchased from Industrial Glass Company, Ltd., a window glass producing plant at St. Laurent, Quebec, Canada, according to H. B. Higgins, president of the Pittsburgh firm.

At present the plant is closed for repairs to the glass melting tank and other equipment. Production will be resumed as soon as repairs are completed. According to Mr. Higgins this should be within a 30 to 90 day period.

## Russia topic at Oliver

South Bend, Ind.—Final meeting and dinner of the 1948-49 year was held in the Bronzewood Room at the LaSalle on May 19—attendance, 140 members.

A strolling accordionist provided music and song. Newly elected officers were installed including: Joseph E. Drain, chairman; Vernon J. Slack, vice chairman; Richard E. Eager, Secy.-Treas.; and members of the Board of



United Nations observer, Simon Davidian, before the Oliver Management Club, South Bend, Indiana, as he tells management group "What Russia Intends To Do." At speaker's table (from left): Directors V. Johnson and E. Gorski; Vice Chairman V. J. Slack; Mr. Davidian; Chairman A. Johnson and Director J. Guendling.

Directors, elected for three years: Messrs. L. A. Johnson, E. O. Foertsch, G. L. Madigan, and E. N. Ash.

Retiring directors included C. Waelbroeck; Mr. Peterson, the retiring chairman certainly must be commended on the splendid work accomplished. It goes without saying that our club has come into its own under his regime and a vote of appreciation is hereby extended. Since Messrs. Drain and Slack moved forward in office, we feel we have the best leaders available for continued success and increased membership.

Speaker was Simon Davidian who spoke on "What Russia Intends To Do". Mr. Davidian, whose kinsman were killed in the Turkish massacre, is a highly educated man and delightful speaker. His position as an observer in the U.N. and a traveler in Prague and Palestine, made it possible for him to visualize what will be the probable road of Russia's procedure and behavior. Many citations used in the development of his talk are mostly un-

heard of at present but show conclusively what might be anticipated of the Reds and their satellite countries. Mr. Davidian kept the audience in suspense and everyone wanted to absorb even his last word.

On June 2, Joseph Drain held a meeting of all directors and appointed the working committees. Annual picnic will be held August 20 at Spanish Terrace, Christiana Lake, Michigan—will be family affair.—J. E. Guendling.

## Columbus Club awards

Columbus, Ohio—Final dinner meeting of the 1948-49 season of Foremen's Club of Columbus known as "New Industries Night" was sponsored by the S & W Moulding Company with Vice President R. H. Wycoff, co-chairman. Dr. H. R. Cotterman of the Capital University spoke on "There's Going To Be A New Day".

The Club presented its High School Scholarship Awards to students from the ranks of Vocational and Industrial Arts in all the local High Schools. Paul Lorimer, Central High, was awarded the \$100 certificate. Second place winner was Steve Gramelt, South High, who received a \$50 certificate.

To be eligible, the student must (1) be a male student of the graduating class; (2) have a minimum of three credits in Industrial Arts or Industrial Education Courses; (3) be in the upper one-third of the class scholastically.

Each selected was rated on scholastic standing, conduct, moral character, ambition, initiative, leadership, school citizenship and Industrial Arts work classes. In addition, they were given two tests under the director of Vocational Guidance of Columbus Public Schools. One a general intelligence determiner and the other to determine his ability as a leader in industry.

The Reviewing Board, composed of five members of the Foremen's Club held the final authority for selection. Each represents a different phase of industry. Board members this year: W. F. Ballard, Columbus Coated Fabrics Co., Industrial; Ertle Cato, Central Ohio Paper Co., Business; Eugene



Meet the new officers of Spartan Radio and Television Foremen's Club, Jackson, Michigan, installed at their annual Ladies Night (from left): Wyman LeTourneau, vice president; Harold Clement, treasurer; Fred T. Henry, president; Edwin Boyette, secretary; Stan Duthiewicz, program director.



**Mayor James A. Rhodes of Columbus, Ohio, boosting the Foremen's Club of Columbus, Inc. 4th Annual Ball Game—autographing ticket No. 1 for Al Manning (center), committee chairman, and Dick McClaine, ticket sales chairman. The baseball game, scheduled for June 24, featured the Columbus Red Birds and the Milwaukee Brewers. Some 6000 club members, families and friends were expected, all wearing special hats for the occasion. In addition to between-inning prizes contributed by member companies, a new Pontiac-8 was scheduled to be given away. Proceeds will go toward a home for the club to accommodate its rapidly expanding activities and membership.**

Gehring, Ranco Inc., line foreman; Carl Burnett, Kroger Company, personnel director; and R. O. Knight, Columbus Public Schools, education.

Total of 43 received certificates for completing the last two classes of the 1948-49 season—Industrial Sketching and Slide Rule Manipulation.

A highlight of June was the plant tour conducted through the Surface Combustion Corporation, home of "Janitrol". More than 300 members with their wives made this interesting tour.

The 4th Annual Ball Game on June 24 was the largest event in the history of the Columbus Club—thereby, the Club's Building Fund made a substantial increase.

### Budd tours steel plant

Detroit—On May 7, a fleet of chartered buses, with police escort, left the Charlevoix Plant of the Budd Company in Detroit, carrying over 200 Budd supervisors and their families for a tour of the plant of the Great Lakes Steel Corporation in Ecorse, Michigan. The party was conducted through the plant in small groups, each guide explaining the operations of the various departments.

David Moon, assistant director of personnel, Great Lakes Steel and his assistants, gave the Budd party a warm welcome and most graciously answered all questions. As a souvenir of the trip each member of the party was presented with a beautiful illustrated brochure which contained a descrip-

tion of the plant, explained various phases of steelmaking.

The Club combined a Ladies Night Dinner Dance with their regular monthly meeting on May 14 in the Arabian Room of Hotel Tuller.

Dinner was served to more than 300 after which a short business meeting was conducted. The group was then addressed by Edward G. Budd, Jr., president of The Budd Company, who pointed out the necessity for making profits so that industry may keep abreast of the times in providing the workers with the latest developments in tools and machines. Mr. Budd also stressed the need for adequate training programs for foremen to fit them for the proper handling of our greatest resource—manpower.

Ray Monsalvatge, assistant to manager of NAF was an invited guest and spoke on the "Code of Ethics Conference" which will be set-up for our Club.

The latter part of the evening was given over to dancing and the ladies expressed a keen interest in the affairs of the Club and want to be invited again.

### Convair tops in safety

San Diego, Calif.—Election of new officers, an address on present day airline operating problems, and presentation of a service-to-safety award constituted the May dinner meeting of the Convair Management Club at Consolidated Vultee Aircraft Corp. The meeting was held in the new Institute of the Aeronautical Sciences building.

Six officers and a board of control member were elected. New officers: J. S. Bryant, president; N. W. Bouley, vice president; J. C. Buchan, recording secretary; T. A. Anderson, financial secretary; and K. M. Smith, treasurer. R. D. Webster was elected to service on the board with M. Alianelli, J. M.



**Budd Company (Detroit) Supervisors Club officers and committeemen take a camera bow as 200 Budd supervisors and their families were plant-tour guests of Great Lakes Steel Corporation. From left, front: William Gillam, committeeman; Richard White, vice president and chairman Educational Committee; Joe Tittle, editor; William Lehotskey, secretary and chairman Entertainment Committee; back row: Frank Hodgeboom, committeeman; Gordon Nelson, treasurer.**

Kline,  
son.  
Retire  
preside  
tary; a  
secret  
board.

R. C.  
ager of  
"Airlin  
Aircraf  
tor of  
Trans-  
ident of  
National  
neers. I  
Koontz,  
sales.

Conva  
Ernest  
of divi  
Safety  
to-safe  
2,285,37  
sion em  
and Ma  
abling  
aircraft  
to have  
(previou  
only ma  
the Mis  
The Na  
of Hon  
with a  
were p  
Robert A  
ern reg  
the NSC

**Goody  
at Oli**

Clevel  
point of  
man wa  
speaker,

L. D. Hoc  
May meet  
Left to ri  
G. Moffit,  
secretary.

than 300 meeting was then add, Jr., ny, who making may keep ding the opments would also be train- fit them greatest

to man- quest and Confer- for our

ing was the ladies' affairs invited

ity

of new day air- representa- tive board con- cerning at Con- Corp. The Institute building

control officers: Bouley, recording financial

reasurer. service on J. M.

Kline, A. T. Seemann, and P. A. Carlson.

Retiring officers: A. A. Vernon, president; R. J. Dillon, recording secretary; and D. H. Van Dahl, financial secretary. H. A. Fink retires from the board.

R. C. Loomis, Convair division manager of flight and inspection, spoke on "Airlines' Problems of New Transport Aircraft." Loomis formerly was director of engineering and overhaul for Trans-World Airline. He is vice president of air transport activity for the National Society of Automotive Engineers. Loomis was introduced by H. D. Koontz, Convair director of commercial sales.

Convair San Diego Division Manager Ernest Wenigmann accepted, on behalf of division employees, the National Safety Council's distinguished service-to-safety award for the record of 2,285,374 man-hours worked by division employees between January 24 and March 15, 1949, without a disabling accident. Convair is the only aircraft company in the United States to have won the award three times (previously in 1946 and 1947) and the only manufacturing company west of the Mississippi to have won it twice. The National Safety Council's Award of Honor Plaque and white pennant with a large green S and two stars were presented to the division by Robert A. Pike of San Francisco, western regional field representative for the NSC.

## Goodyear's Hochberg at Oliver

Cleveland—"Java" from the practical point of view of an American businessman was the theme chosen by the speaker, L. D. Hochberg, director of



During Gar Wood's one-day inter-company management club conference at the home plant, Wayne, Mich. (left to right—standing): C. Eckstein and Ted Brinkman, St. Paul; Bob Gallant, Findlay, Ohio; S. Woodard, Wayne; (seated) J. Cygan, Wayne; F. E. Perry, Mattoon, Illinois; C. Bushong, Findlay; F. Tonjum, Mattoon.

training, World-Wide, Goodyear Company for the May meeting of the Oliver Cletrac Management Club at Euclid Athletic Club.

Mr. Hochberg was manager of the Goodyear plant in Java before and after World War II and gave the members of the Club the benefit of his experience there and in other parts of the world.

He drew interesting comparisons between the East Indian and world-wide standards of living vs. the American. One point he made was that if we think we have troubles over here such as labor, rising costs, etc., we should look at the rest of the world. For example in one of Goodyear's South American plants, there are 18 shop stewards representing—hold your hat, please—18 different unions!

He gave a fine objective slant on the value of a dollar overseas as compared with the U. S. From China, and its terrifically inflated dollar, as he came home, he could get less and less for each of his U. S. dollars. When he reached Hawaii, he reached an all time low where a citizen wanted to charge him one dollar to change a ten!

Mr. Hochberg gave the management members the good old feeling of being glad they are American—and wanting to do whatever might be possible to keep our way of things solid and healthy in the world!—L. D. Ogle.

## Execs at Gar Wood inter-club conference

Wayne, Mich.—Delegates from the Gar Wood Management Clubs at Minneapolis, Minnesota, Mattoon, Illinois, Findlay, Ohio, and Wayne assembled at the home plant of Gar Wood Industries, Inc., in Wayne for a one day conference on May 13.

L. Fred Magruder, NAF director from Talon, Inc., of Meadville, Pennsylvania, was conference leader who guided the 25 conferees through a stimulating morning session on "Unity in Management". The afternoon was



L. D. Hochberg, director of training, World-Wide, Goodyear Company as guest speaker for May meeting of the Oliver Cletrac Management Club at Euclid Athletic Club, Cleveland. Left to right: George Comer, general foreman, Material Handling; Mr. Hochberg; Joseph G. Moffit, Club president; Louis A. Jacobs, chief tool designer; John P. Burke, suggestion secretary.



Corsages being presented to wives of Board of Control members of Syracuse Foremen's Club (Syracuse, N. Y.) by Miss Nychyk at Club's first Ladies Night (June Meeting). From left: Mrs. Rogan, Mrs. McKeone, Miss Nychyk, Mrs. Rhein, Mrs. Bender, Mrs. Lawrence, Mrs. DeHaven.



Pittsburgh Plate Glass (Brush Division) Management Club of Baltimore pose for MANAGE.



AREA COORDINATION—NAF Southern California Coordinating Council shown hard at work in one of the individual panel sessions of their May 13 meeting in San Diego. The men are discussing the work of club secretaries and treasurers. Four other panel sessions were in session at the same time. These were presidents and vice presidents, program chairmen, club committee organization, and club eligibility standards. A total of 100 men from 21 NAF clubs attended the meeting, which was highlighted by a personal long distance telephone greeting from President Hodapp and Vice President Messer.

devoted to discussions of good club programming and financing.

In the evening some 100 members of the Gar Wood Management Club, the conference delegates and guests attended a dinner meeting held in the English Room of the Book-Cadillac. E. F. Fisher, president of Gar Wood, presented future plans for the industry. George D. Shaeffer, vice president (Engineering), introduced K. W. Haagensen, director of Public Relations of Allis Chalmers Manufacturing Company, who spoke on "Management's Responsibility in the Face of Present Economic Problems".—E. J. Sobanski

### Ryerson 'super' installs Scully-Jones officers

Chicago—The evening of June 1 Scully-Jones Management Club held its regular meeting and election of officers for the second year. Twenty-six of the 35 members attended.

Walter K. Johnson, superintendent of Jos. T. Ryerson & Sons, Inc., installed the newly elected officers: Joseph Kalmanek, president; Henry Ernst, vice president; Arch Johnston, secretary (reelected); and J. J. Sklenar, treasurer (also reelected).

Guest speakers: Jerry Turek of Dole Valve and Albin Szybeko of Lien Chemical, both NAF directors, gave brief but interesting talks on their activities with the Clubs they serve. J. R. Brown.

### Great Lakes Steel to hold hobby show

Detroit—The Great Lakes Steel Management Club will hold a hobby show in conjunction with its October dinner meeting at the Statler Hotel. Plans are now being formulated for the transportation, arrangement, and exhibiting of membership's hobbies.

The proposed hobby show had its beginning as a result of a regular feature that has appeared in the club publication, the BULLETIN, since February 1947. It was then that the BULLETIN began a series of hobby stories, using a reporter-photographer team to cover odd or unusual hobbies of club members. The hobby page developed wide reader-interest throughout the club. The BULLETIN staff discovered, however, that the membership wasn't interested in unusual hobbies alone. Readers gave as much attention to reports on amateur woodworkers and photographers as was shown to the more unusual pastimes of glass blowing, pipe building, or collecting "hot"—that being early phonograph records.

In the 27 articles that have appeared since the first spread on a member's model building hobby, all manner of spare time pursuits were reported: stamp collecting, dog training, oil painting, gun collecting, boat building, antique furniture rebuilding, gladioli raising, miniature glass elephant collecting—the number of members devoting their off-hours to various avocations seemed endless. Page seven

After-  
Manag  
Walter  
Ryero  
of the  
J. Kunha  
tor All

Meet  
of Ha  
pany t  
monie

Gene  
Dew  
gives  
more  
labor  
ing i  
MAN

good club  
0 members  
ment Club,  
and guests,  
held in the  
k-Cadillac  
Gar Wood,  
the industry,  
president  
W. Haag,  
relations of  
iring Com-  
nagement's  
of Present  
Sobanski

talls

s of June 1  
Club held  
lection of  
Twenty-  
ided.

rintendent  
Inc., in-  
officers:  
ent; Henry  
Johnston,  
J. Sklenar

ek of Dole  
of Lien  
tors, gave  
in their ac-  
y serve-

kes Steel  
a hobby  
s October  
ler Hotel  
ulated for  
ment, and  
hobbies.  
v had its  
gular fea-  
the club  
since Feb-  
the BUL-  
oy stories,  
r team to  
es of club  
developed  
hrough the  
I discov-  
membership  
l hobbies  
attention  
odworkers  
shown to  
of glass  
collecting  
monograph

appeared  
member's  
manner of  
reported:  
ning, oil  
building,  
gladioli  
ant col-  
bers de-  
ious avo-  
ge seven  
MANAGE



After-meeting discussion at Scully-Jones Management Club (Chicago-June) when Walter K. Johnson, superintendent, Jos. T. Ryerson & Sons, Inc., installed new officers of the organization. From left: Club Secretary Johnston, Ryerson's Johnson, member Kunhart (back to camera) and NAF Director Albin Szybko.



Meet the members of the supervisory group of Harrison Sheet Steel Company and Company President Sam Stone as he addresses the Club at new officer installation ceremonies in Chicago.



General Personnel Director George E. Dewey of Pittsburgh Plate Glass as he gives the supervisory group of their Baltimore Brush Division some pointers on good labor relations during his address at meeting in May.

MANAGE July 1949

is usually Hobby Page in the BULLETIN, and since its inception, more and more club members are taking pictures, making book cases, carving lamps, collecting war souvenirs—all inspired by the club publication.

The Educational Committee, taking note of the upswell in hobbies in the club, proposed the idea of the hobby show. In response to a questionnaire sent to each club member, upward of 100 members reported that they had hobbies that would be available for the show. The BULLETIN staff believes that this is only a fraction of the number who actually pursue leisure hour arts and crafts.

## Men of Management



Joseph E. Cox

**G**ENIAL Joseph E. "Joe" Cox, treasurer and member of the Executive Committee of The National Association of Foremen is personally known to thousands of management men throughout the country. In the interest of the philosophy of unity in management and projects related to that objective he has appeared before scores of management groups—always in an atmosphere enlivened and sparkled by Joe's own delightful humor. He has contributed heavily to the success of special activities of the Association: annual conventions, building fund drive, and such.

Joe was an athlete of some repute, having starred in football and basketball in high school and at Ohio State University. In school and civic life he early evidenced leadership qualities by participating and holding offices in honorary societies, clubs and various civic organizations. Firm believer in self-improvement, he continued his training after leaving the university—participated in various industrial training programs.

Mr. Cox is a strong advocate of the principles of the capitalistic system and of unity in the management team and whenever he makes a formal appearance he finds ways to emphasize the importance of those principles.

A past president of America's oldest and largest NAF club, the Foremen's Club of Dayton, he has spent 20 years in industry as apprentice, mechanic, foreman and supervisor with various corporations. More recently he was a general foreman though at present he is supervisor of management activities at Delco Products Division, G.M.C., Dayton, Ohio.

Mr. Cox is married and resides in Dayton.

"Keep up the good work, Joe!"

## CALENDAR

July 25	NAF Seminar	Dayton
29		
Aug. 20	Quarterly meeting W. Penna. NAF Affiliated Clubs	Youngwood, Pa.
Sept. 10	Foreman-Manager-Personnel Conference Sponsored by Marshall College and Huntington Foreman-Manager's Club (at the College)	Huntington, W. Va.
Sept. 21 22-23-24	26th Annual NAF Convention	Detroit

## Bill of Rights

From Page 13

done anything wrong or can't imagine just how it could have happened. Why not point out to him where his failing is and show him the proper way to perform the operations. Then if he makes the same mistake again, you have cause to be irritated and must take more drastic steps. And, don't forget that while you are criticizing him for his mistake, throw in a bit of praise for some of his good work. A friendly slap on the back will go a long way, and he'll try a lot harder for you from then on, because he has decided you're a "good Joe."

The list is endless. We could go on and on. I have enumerated only a small number of the items which could have been discussed. You yourself can elaborate on them. Exert your "Right to Think" and determine for yourself whether you have the right to be broadminded, the right to be tolerant, the right to be understanding. Then apply these principles in your every day life at work. Many of them can be applied outside of work. Try it. You can't lose.

Mama Rabbit and Papa Rabbit wandered into a Coca-Cola bottling plant. Mama Rabbit's eyes popped as she watched the bottles tumbling off the line. Finally tears welled up in her eyes.

Papa Rabbit put his arm around her. "There, there, Mamma," he whispered into her pink ear. "Don't take it so hard. I'm sure they must have started with more than two."

# T. W. A.

From Page 7

world understanding and a better way of life in the next 20 years and beyond that, Ralph S. Damon, president of Trans World Airline predicted recently in St. Louis.

Damon announced that TWA would, on July 8 of this year, celebrate the 20th anniversary of the first transcontinental air passenger service, and that plans were under way for a series of events commemorating TWA's 20 years of continuous, scheduled air service.

"This anniversary will commemorate the start, on July 8, 1929, of the first planned and scheduled transcontinental passenger service using the airplane," he said. "Because, from that beginning, Transcontinental Air Transport grew into Trans World Airline, and this will be, in effect, a 20th birthday for TWA."

"This celebration," Damon continued, "is intended to be a vivid reminder that aviation today is a product of the energy and clear thinking of people who long ago foresaw the need for good airports and navigational aids, who fought against inertia and tradition, who early in life recognized their appointment with destiny—a destiny whose wings were those of commercial aviation."

In 1929, in the months of optimism that preceded the stock market crash, what excited America as much as anything was the glamour and excitement of aviation. And, as plans progressed for the new Transcontinental Air Transport air-and-rail service, which would link the coasts in 48 hours of time, the country watched and waited; and modern airlining was born.

Now, in 10 to 11 hours, Trans World Airline flies across the United States with large modern Constellations and follows much the same routes as those set by its parent company, TAT. But the fast dependable service of today owes its origin to that first daring venture which set out to cut travel time between the coasts in half and which was the impetus that set the airline industry flying toward greater and greater realization of vast potentialities, then only glimpsed.

Unlike later airline operations, this pioneer transcontinental passenger serv-

ice involved two major railroads, the Pennsylvania and the Atchison, Topeka, and Santa Fe. Detailed arrangements had to be worked out with the railroads so that schedules coincided. The route itself, which was the shortest and swiftest across the country, had to be selected; and arrangements had to be made for use of airports along the way—all before the actual service could be started.

The new TAT service, known popularly as "the Lindbergh Line", was a venture in which America's top hero played an active role. The tough job of selecting routes and making airport arrangements was done by Colonel Charles A. Lindbergh who made so many preparatory flights across country that, when asked where his home was, replied that his address was simply "the United States of America for awhile."

For the first air-rail service, flights were to be between Columbus, Ohio, and Waynoka, Oklahoma—and then, after a train trip, from Clovis (New Mexico) to Los Angeles.

In April, John Collings, a well known flyer and now TWA's vice president of operations, became superintendent of TAT's eastern division. A crack airmail pilot with more than 6,000 hours of flying time, John Collings was a member of the exclusive Caterpillar Club which accepted for membership only men who had saved their lives by parachute jumps.

An airplane-to-ground radio service that was to be set up from coast-to-coast—that was the next startling innovation planned by the new air-and-rail passenger service. In April, the Radio Commission in Washington granted TAT permission for such service; and the large scale radio hook-up moved from the realm of the extraordinary to the realm of the actual.

Early in May, TAT announced that though its tri-motor airplanes were built to carry sixteen passengers, only ten would be on the cross-country flights—a quota that was set in order to give passengers the greatest of shirt-sleeved comfort on long trips.

"Tea and luncheon to be served aloft in 'aerial dining car service'"—that was the next bit of unusual news to come out of the TAT venture. Their

airplanes, TAT announced, would be equipped with kitchens for hot food which would be served by steward. There also would be specially designed light-weight silverware for use on airplanes.

And thus, detail by detail, from routes to radio to light-weight silverware, plans progressed for the new service, which was being worked out from scratch. There was no predecessor to give guidance on even the minor items.

On July 2, as the date of the inaugural flight came to be just in the offing another famous flyer joined TAT. She was Amelia Earhart. As assistant general traffic manager for TAT, her duties, it was announced were to give "advice concerning luxuries, refreshments, and other details which women demand on planes."

On July 7 Lindbergh arrived at the Grand Central Air Terminal in Los Angeles. An hour and a half later, the famous flyer entered the Los Angeles office of Governor C. C. Young, where a telegraph loop had been rigged by Western Union and contact had been made with New York. At 6:05, New York Time, Lindbergh was to press a button which would flash a light in the Pennsylvania Station, New York, and serve as the starting signal for the new air-and-rail transcontinental passenger service.

In the Governor's office, Lindbergh, "after staring fixedly at his wrist watch a moment," pressed the telegraph key that transmitted the signal across the country.

Newspaper accounts said: "Quiet, concise, confident, the youthful colonel sat at the edge of the governor's desk while the telegraph key, over which he had just dispatched the starting signal, clicked and sputtered." The Western Union operator reported that the signal had come through perfectly, that the train was on its way, and a band was playing "California Here I Come" while crowds cheered in New York.

Meanwhile in New York, a ceremony had been taking place in Pennsylvania Station. Amelia Earheart, who was associated with TAT and who was to be a passenger on one of the two airplanes" making the first westbound flight, christened the TAT Ford Tri-motor "The City of New York."

Bearing plaques and messages from Mayor Jimmy Walker to the mayors of Los Angeles and San Francisco, the party of air-and-rail travelers boarded an overnight Pennsylvania train. At Columbus, Ohio the next morning, from 5,000 to 6,000 people braved a drizzle to watch the transfer at Port Columbus, the city's new municipal airport, where a dedication ceremony was held.

From the nation's capital, Secretary of Commerce Lamont pressed a button which rang a gong at Port Columbus. That was the signal for the departure of the two TAT airplanes, "The City

Edwin L. Knoebel, coordinator of The Foremen's Club of Columbus (Ohio), stops by a scale model of the Curtiss-Wright all-cargo airplane, the CW-32, during Company's recent open-house tour. At the left is T. B. Focke, general manager of the Airplane Division, as he explains some pertinent features of the all-Curtiss, all-cargo Sky Truck to Mr. Knoebel. Many Foremen's Club members were among the 10,000 visitors on the Company's open-house and Community Day. Curtis supervisors are affiliated with the local city club.



would be  
or hot foot  
y steward  
ally designed  
use on air

etail, from  
ight silver  
r the new  
worked out  
no prede  
in even the

the inaugu  
the offing  
TAT. She  
istant gen  
TAT, he  
ere to give  
s, refresh  
ich women

ved at the  
al in Los  
l later, the  
Los Angeles  
ng, where  
rigged by  
had been  
6:05, New  
to press a  
a light in  
New York  
inal for the  
ental pas

Lindbergh,  
rist watch  
graph key  
across the

"Quiet,  
ul colonel  
nor's desk  
er which  
e starting  
ed." The  
rted that  
perfectly,  
ay, and a  
a Here I  
l in New

ceremony  
nsylvania  
o was as  
was to be  
two air  
estbound  
ord Tri  
k."

ges from  
e mayors  
cisco, the  
boarded  
rain. At  
morning  
praved a  
at Port  
municipal  
ceremony

Secretary  
a button  
olumbus  
eparture  
The City  
ANAGE

of Columbus" and "The City of Wichita."

In Los Angeles, the day after the train passengers had set out from Pennsylvania Station, Lindbergh was ready to fly TAT's first regularly scheduled eastbound flight. At the airport at seven in the morning of July 8, Lindy, in order to conform to a Department of Commerce ruling that forbade pilots from carrying passengers until they had made ten flights in the particular type of ship to be used, took off ten times, shuttled over the field, and made ten perfect landings.

A crowd, estimated at 100,000 or more, broke into frenzied cheers as the airplanes took off, E. O. Cocke, now TWA vice president-Traffic, and then TWA passenger agent at Los Angeles, sold the first ticket for the eastbound inaugural trip and also dispatched the first flight.

When the westbound passengers from New York arrived at Winslow, Arizona, Lindbergh piloted one of the airplanes and arrived in Los Angeles late on the afternoon of July 9. While passengers told reporters "We've never been more comfortable or less wearied," Gloria Swanson christened the ship with another bottle of grape juice.

And so it began, with a fanfare of bells and flashing lights, speeches and movie stars—the first transcontinental air and rail service which was the forerunner of fast modern dependable air transportation. And it began just 20 years ago, with the cross-country schedules inaugurated by Trans World Airline, now headed by Ralph S. Damon, veteran air transportation man, who has as two of his top aides men who have watched TWA take a commanding place in the air transportation field—E. O. Cocke, vice-president-traffic (then a passenger agent in Los Angeles) and John A. Collings, vice-president-operations, and then a crack airmail pilot.

## Utopia

From Page 9

looking after the other two children, and no help available, it was more than anyone should undertake. The mother refused again.

The next day all the spots had cleared up—it was nothing but a case of toxic poisoning as a result of scratching insect bites. But here is the payoff: scarlet fever does not start with spots. And the doctor never even took her temperature! I won't even mention what might have happened to her had she been exposed to the Fever Hospital.

There is almost nothing that people can do without a government permit. Almost every business transaction involves permits. You must have a permit to build a house, and the government tells you how big it can be and how much land there can be around it. It took six months for a friend of mine to get permits to add two badly needed rooms to his house.

MANAGE July 1949



Evansville Briggs Management Club honors winning team of the Bowling League sponsored by the Club. President H. E. Mack presented a trophy to the team, a jacket to each team member. Left to right: Ray Hufnagle, Capt. Bob Platz, Francis Rikhoff, Chas. Ennulat, Earl Miller.

## Editorials

From Page 16

Don't let yesterday use up too much of today.

\* \* \*

Often the opinion of the man whose line of reasoning annoys you most is the one you need.

\* \* \*

If a man isn't quite fair and square, his customers know it. That goes double for the men under him.

\* \* \*

Get the habit of telling when you've been wrong. Report your mistakes and do it promptly.

\* \* \*

Welcome sincere criticism. Often when criticism has stopped, interest in you has stopped.

\* \* \*

Always remember your man's failure is your failure.

## Manitowoc Shipbuilding Company

Manitowoc, Wisconsin

## The Foreman's Round Table

### "MAKING A START TOWARD INSTALLING STANDARD COSTS"

WE WERE faced with the problem of installing standard costs in a factory that had been subject to many changes of methods and ideas in record keeping and accounting procedures. Our problem was multiplied many times by the fact that the old timers in the plant had "seen new ideas come and go" and the production people went serenely on their way. We thought we had a new approach as far as our production management was concerned to the problem of standard cost installation. We felt that while the approach has been used many times in other industries, in our industry (ceramic product production) the approach was quite new and novel.

It is our intent and has been our earnest endeavor to install standard cost on the basis that the foreman is the manager of his operation and that no member of the accounting staff or time keeping and recording staff will do more than work with him in a helpful manner. By that we mean that the foreman himself, the man on the firing line, will make the standard cost installation. He will establish the standards for the various operations that are not on incentive standards and will set his own budget, with our help, to the end that he must live with what he himself has established. While he may make a mistake or two he cannot refute the fact that he has given the study and decision to the standard that he has established.

Being a rather large organization, our accounting function is broken down into several categories. Under the controller we have an assistant controller for operations in each of three divisions and in addition we have several staff men who answer directly to the controller: (1) a budget coordinator (2) two methods accountants (3) an inventory auditor (4) internal auditor (5) reports accountant.

Consequently, to impress upon our operation supervision the necessity for and the cooperation being offered by the standard cost program, we conducted a panel discussion for their benefit. About 110 members of the supervisory operating personnel in the Los Angeles area were present at the meeting and the panel was carried on in somewhat the following manner. There were five members. Each of the five members were allotted five minutes to give his part of the program and a brief description of their approach will suffice:

(1.) A member of the top management group, in this case the executive

vice-president, presented the top management view towards standard cost and budgetary control so that the benefit of parental blessing was obvious to all.

(2.) The budget coordinator explained the necessity for sales budgets and their application to production budgets.

(3.) One of the members of the methods accounting staff explained the theory and scope of standard cost together with its application toward labor.

(4.) The second member of the methods accounting staff presented the standard cost approach to burden budgets for operating departments and explained their application to their own operations and each other's operations.

(5.) The chief cost accountant for the division explained the operation of standard cost in actual practice and how the reports would be issued and the operations concerned would be effected by those reports.

The controller acted as moderator and at the close of these short discourses opened the meeting to discussions. No holds were barred and a measure of the effectiveness of this type of approach was evidenced by the fact that over an hour and twenty minutes of question and answer followed the presentation.

This is being written some four days after the panel discussion was held and the writer has been requested to answer additional questions at an average of seven per day. In my opinion it is a good approach to the installation of standard costs and budgetary control.

J. W. Doedli,  
Methods Accountant  
Gladding, McBean &  
Company,  
Los Angeles.

## Association Activity

From Page 5

should be read, studied, digested and remembered.

Several of the articles in the Code are worthy of comment, particularly the first: "The Foreman should recognize that every man above, beside or below, has an inherent desire to do good work and to be a useful and respected citizen. Until he has considered every possible motive, he should not assume that any man wants to do anything less than his best."

I do not know precisely how Webster's defines a foreman. My conception of a foreman is one in industry who has the responsibility of directing the work of others. In that I include all levels of management from the president to the man who supervises a department.

The most important quality that such a man must possess is an understanding of sound human relationships. That is what is so clearly intended by this section of the Code.

**It is not enough to be a skilled workman.** In fact, it is not absolutely necessary to be such. I have known men of the highest skill in physical operations who lack essential qualifications of leadership—were utterly unable to direct and control the work of others.

There is no necessity for suffering heartaches because, through no fault of your own, you may lack qualifications necessary to move into positions of great importance. The work of the world must be done by people of all positions. The satisfaction a skilled workman may get out of his work—even though he realizes he is destined to remain in that niche—can give him a greater peace of mind and more contentment for himself and his family than if, to satisfy his pride, he worked himself into a position for which he is unfitted.

I have spent over 50 years in business and have had many experiences. One



At annual banquet of Huntington East High Trade School Advisory Committees sponsored by Foreman-Managers Club with 400 in attendance.

om Page 5  
ested and

the Code particularly  
ould re-  
beside or  
re to do  
useful and  
has con-  
tive, he  
man wants  
est."

ow Web-  
conception  
y who has  
the work  
levels of  
ent to the  
ment.

that such  
derstand-  
ships. That  
d by this

led work-  
ly neces-  
in men of  
operations  
ations of  
ole to di-  
others.

suffering  
o fault of  
ifications  
itions of  
ck of the  
le of all  
a skilled  
s work-  
destined  
give him  
more con-  
is family  
e worked  
ich he is

business  
aces. One



sponsored

MANAGE



Mr. Employer:

You have the best in business literature at your fingertips. What about your foreman? America's foremost companies insure that their management men get MANAGE, leading foreman monthly . . . Rate is less than 30¢ a month per subscription in lots of 100 or more. Write now!

MANAGE Magazine  
321 W. First St.  
Dayton 2, Ohio

that is particularly pertinent to this section of the NAF Code occurred in 1910, when I became associated with the Thompson Starret Company in New York City.

I took over one of its engineering departments. I was a total stranger to everyone in the department. In less than a week's time I knew I was not receiving their cooperation—and believe me every foreman needs the cooperation of those who work under him. The quality of his leadership will determine the cooperation he will get.

Finally, at the end of a week, I called the engineers and draftsmen into my office. I told them I was not getting their best—that I did not believe they could be as stupid as they appeared to be, but it was either that or they were deliberately stalling to make it difficult for me. I told them that I would not accept stupidity—I would not tolerate stalling if it meant that I had to clean out the entire organization and build a new one.

One fellow spoke up: "Mr. Driscoll, I believe I can give you the answer. Every man here wants to do a better job and has always wanted to do so; but, because of the tactics of your predecessor, no one here knows just where he stands, how far he can go, what he is supposed to do.

"The fact is we were never permitted to draw a line, to make a suggestion—never once taken into the confidence of our boss. He played everything close to his chest, kept us ignorant of all meth-

ods of calculation, insisted on directing our every move. We were never permitted to proceed without that direction, and, in his absence, we did nothing for fear of being bawled out for using our own judgment and imagination. He never left his office without putting everything into his locked desk."

The story opened my eyes. I took the key out of the desk—tossed it out the window. I told them it my intention to teach them everything I knew; give them every opportunity to use their own judgment and imagination; to make mistakes, if that had to be a part of their training; and in the event I did not give them everything they needed they could go to my desk for it should I not be around.

I told them that if in the process of building them up one of them developed better qualifications than I had then he would be entitled to my job—I would give up my office and he could move in. That has been my policy all through my life. I have endeavored to build up the men under me, to make them more useful to me and to the corporation, though it meant that they might pass me on the way up.

**As a result those men gave me everything they had.** They developed rapidly. The work of the department made such a notable impression on top management that it was not many years before I was vice president of the company.

I did not grow into the vice presidency. I was pushed into it by the

## AN AMAZING LUBRICANT

### LUBRIPLATE 130-AA



Protects  
Against Rust  
and  
Corrosion

A super grease type lubricant! A marvelous anti-seize compound and a real protector against rust and corrosion. From the standpoint of general utility and diversity of important uses, LUBRIPLATE 130-AA is unequalled. While it is ideal for the heaviest loads, this remarkable lubricant does not cause drag and actually conserves power. Write for a free copy of the LUBRIPLATE Service Hand Book.

LUBRIPLATE DIVISION  
FISKE BROS. REFINING COMPANY  
Newark 5, N. J. • Toledo 5, Ohio

DEALERS FROM COAST TO COAST • See Your Local Classified Telephone Book

splendid work that was being done by those men. After all, a foreman's value to an organization can only be reckoned by the character of the work done in his department.

It is interesting to note that a number of those men grew so rapidly that we could not find places for them. That will frequently happen. Talents can not be kept under a bushel.

One is now vice president of another great building corporation. One succeeded me—is now vice president of the corporation I left. Two more are presidents of smaller, successful business organizations.

Not one was a college graduate. Only one had more than a high school education. But they became so enthusiastic about their work that they not only put in long hours but, realizing their educational shortcomings, they plugged away at night school year after year.

That brings me to this growing tendency towards shorter hours and, consequently, less production. The greatest fallacy today is the widespread belief by men in lower salary brackets particularly, that this country can prosper on a six hour, or even an eight hour day. The country was built up on long hours of hard work and, while technological developments have eased the situation, the fact is that no individual moves very far ahead on an eight hour day. Anyone who neglects to use his full day constructively is going to slip behind in the struggle for his place in the sun.

I am not referring to the fact that a man should work more than eight hours at his bench. I do not think that it is necessary or desirable. But the greatest asset the individual has is TIME. Unless he uses it constructively his position in the world is going to remain static if not decline.

He need not be engaged in feverish physical or mental activity every working hour. Even sleeping for a normal period is using time constructively. He may bowl or play cards or engage in other reasonable diversion. This is using time constructively, because diversion is stimulating mentally and physically. But both sleep and pleasure can be overdone.

There is always time in every man's life that can be devoted to self-improvement. If it is used for that purpose consistently and systematically, it will mean growth, development and advancement.

I can imagine no better opportunity for a man to put some of his time into a program of self-improvement than by being an active participant in the affairs of his own chapter of The National Association of Foremen. The organization has been built on fine principles, it has most laudable objectives; it can be of great value to its members and to the corporation in which they are employed.

## Club Interest

From Page 11

Our basic aim is to bring supervisory men together, for fellowship dissolves barriers, real or imaginary. Fraternity requires equality; therefore, regardless of position at North American Aviation, all members meet as equals.

As supervisors each of us wants to be a good manager. By means of the interchange of ideas, knowledge and experience between ourselves, and by making use of the resources available to the club, we can be better managers.

You paid a member of the Membership Committee \$5.00 when you signed up as a new member. Here's what will become of it:

If initiated between January 1 and June 30:	
\$1.00 Badge	
\$4.00 NAF for 1st years dues	
\$5.00 Total	
If initiated between July 1 and December 31:	
\$1.00 Badge	
\$2.00 NAF	
\$3.00 Total	
\$2.00 Balance to Treasury	

Speaking of badges, if you signed up for membership in time for the treasurer to place the order by the 10th of the month, your badge will be given to you tonight. If not, you will wear a temporary one until you receive yours at the next meeting. From presentation on, it is your responsibility to wear it at each meeting or pay a fine of 50¢ for failing to do so. (The badge referred to is a large "Nickname" badge.) You will also wear a paper hat at this first meeting to give your friends and other members the opportunity of welcoming you into the club.

We hope you signed a payroll deduction card to take care of your monthly dues. It isn't actually mandatory, but considerably simplifies this responsibility for you and particularly your club. There is no dues obligation for your first month's membership. If you signed up in time for Payroll to be notified by the 18th of this month, Payroll deduction will begin next month. If notification happens after the 18th, you will have to pay next month's dues either by cash or personal check since payroll deductions won't be made until the month after next.

That \$1.75 you put in the Treasury every month buys more than any other \$1.75 you can spend these days. Your \$1.75 buys:

Monthly Dinner	\$2.87
(including tip and tax)	
NAF Dues	.34

\$3.21

and contributes to defraying expenses at:

Annual Picnic	
Two Ladies' Nights	
Christmas Party	
Scholarships	
Welfare and overhead expenses.	

Please note the dinner cost includes a 25¢ tip for the waitresses—personal tipping isn't necessary.

This difference between operating costs and monthly dues is made up by means of a raffle held after the business part of each dinner meeting.

Tickets, 3 for \$1.00, are sold at the door before meetings. The prizes, on display behind the speakers table, vary in quantity with reservations received. The Club needs and depends on your support of the raffle.

Several days in advance, the secretary will mail to you at the plant, notice of the next Club meeting or function including time, place, program and dinner entree (fish always optional). The bottom of this notice is to be torn off and returned as your reservation. However, just to make doubly sure, you'll get the same notice in the mail at home. Returning one reservation is sufficient and if you make a reservation, be there—your Club pays \$1.00 for every reservation that doesn't show up.

Members are furnished three times with a Club Calendar for the coming four months. The programs of monthly meetings follow a scheduled pattern. The January meeting each year is the Company President's Party for all supervision, members or not. One of the summer month meetings will be our annual picnic; all members and their families invited to a whole day of real fun and a good lunch. Two dinner meetings a year are "co-ed"—your wife or girl friend is invited. The remaining eight dinner meetings are usually equally divided between outside and N.A.A. management speakers.

Of course it's hardly possible to gather all our Club officers in here for personal introduction, but we'd like you to recognize them and know something about their responsibilities to the Club. (Following are displayed large

photos of the Club officers and the Board of Control, with a short discussion on the duties of each.)

The N.A.A. Supervisory Club, since 1943, has been affiliated with The National Association of Foremen. You became a member of this vast organization when you joined the North American Aviation Supervisory Club. Since some of you are not familiar with the NAF, its aims and purposes, its origin and its services to our Club, we would like to present a few facts that we believe will be of interest.

In 1918, in Ohio, the Dayton Foreman's Club was organized. The growth of this club was phenomenal and the idea soon spread to surrounding towns. The organization of many clubs in nearby cities naturally suggested a state body—the Ohio Federation of Foreman's Clubs. At the second annual convention of the Ohio Federation in 1925, the delegates voted unanimously for organization of The National Association of Foremen. A Constitutional Committee was appointed to draft a proposed constitution, and on October 8, 1925, representatives voted its adoption.

**The National Association of Foremen is the parent organization for hundreds of Foreman's Clubs throughout the nation, representing thousands of members in 36 states. The purpose of the Association are outlined in a 5-point program:**

1. To provide time-proven ways and means for self development which result in the enrichment of personal life and improvement of work.

2. To promote a professional spirit among management men of America, thereby creating a set of principles and body of knowledge to which all may subscribe.

3. To unite all levels of management into a smooth working team.

4. To study the needs and opportunities of industry.

5. To provide a tested means for pooling of ideas and resources and for mutual aid through a national association of management men.

The NAF is a purely educational organization; not for profit; not for collective bargaining.

Officers of the Association are among the foremost men in industry. More than 80 directors (none of whom receive money for time and expense) establish NAF policies. All types of supervision are represented in the membership. An occupational analysis reveals that:

Presidents, vice-presidents, general managers, works managers, etc., comprise 13%; engineers, personnel managers, and other staff officials, 8%; and foremen, supervisors and department heads, 79%.

The advantages of membership in the National Association extends to every phase of club work and to every stage of a club's development. The NAF has pioneered the foremanship movement and has developed a reservoir of experience which its affiliates may draw upon as freely and as often as they

choose. profit a director excepting a salary is used clubs a vancing.

The recognizing visory conference Manager Ethics ing, C and Conference period all type are des ment superv

The form of other s

The each year. The 19 Angeles Board, of the confere interes industria together rectors

The Association magazine each m activities. Other is avail ested, etc. A reach tion in reliable

This sented dinner entation by a period. membe for the It has is of su bers ha tend to

Soon gram, ment on Nov present Los A tended Greater the San Club a Showe gineer

The leading licity & hoped experi

s and the  
ort discuss-

Club, since  
h The Na-  
n. You be-  
organiza-  
th Ameri-  
club. Since  
r with the  
its origin  
we would  
that we be-

lyton Fore-  
the growth  
al and the  
ing towns.  
clubs in  
suggested a  
eration of  
nd annual  
eration in  
anomously  
ional Asso-  
stitutional  
o draft a  
n October  
voted it's

of Fore-  
ation for  
through  
thousands  
e purpose  
d in a 5

ways and  
which re-  
sonal life

nal spirit  
America,  
principles and  
all may

management

opportu-

eans for  
s and for  
l associa-

ional or-

or collect-

re among  
y. More  
(whom re-  
expense)  
types of  
in the  
analysis

general  
etc., com-

nel man-

-8%; and

partment

ip in the  
to every stage

NAF has  
ovement  
of experi-

draw as they

ANAGE

choose. The Association makes no profit and pays no salaries to elected directors or committee men, with the exception of a small staff who are paid a salary for their services. Its revenue is used exclusively for aiding local clubs and for strengthening and advancing the foremanship movement.

The NAF has become a nationally recognized leader in the field of supervisory training, offering a series of conference outlines which include, The Management Unity Seminar, Code of Ethics Conferences, Supervisory Training, Conference Leadership Training and Club Officer Training. These conferences have been developed over a period of years from the experience of all types of management groups and are designed to create a united management team through the medium of supervisory clubs like ours.

Other information is available in the form of manuals for supervisors and other special aids which help to organize and operate a club.

The NAF holds an annual convention each year in some large industrial city. The 1947 convention was held in Los Angeles and our own Chairman of the Board, "Dutch" Kindelberger, was one of the principal speakers. Regional conferences are held in districts where interest warrants such an event and industrial training experiences are pooled together in an annual educational directors conference.

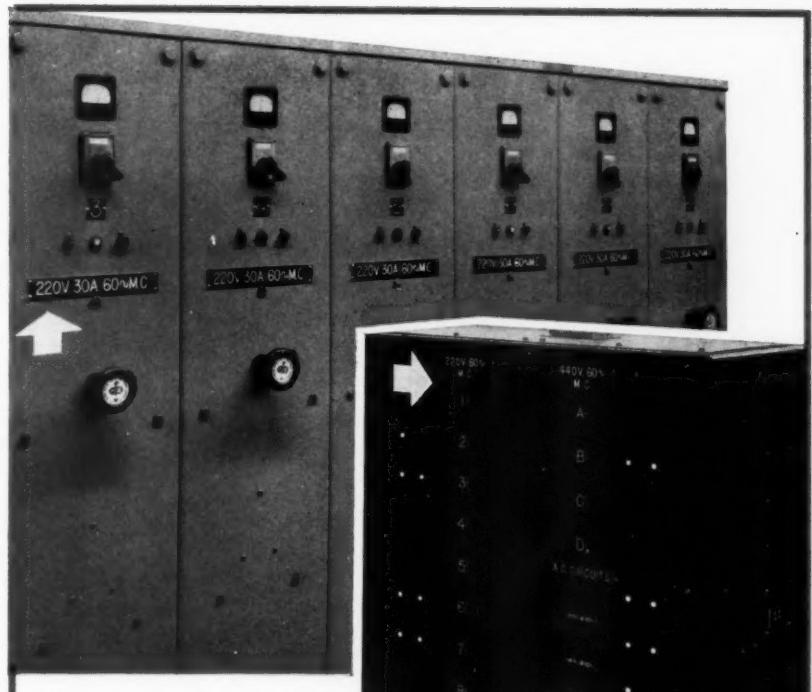
The official journal of the National Association of Foremen is MANAGE magazine and you will receive a copy each month to keep you posted on the activities of other clubs like ours. Other descriptive literature on the NAF is available, to those who are interested, in the form of brochures, leaflets, etc. A traveling library is within the reach of all those who seek information in management problems and in reliable trade and industrial tests.

★ ★ ★

This indoctrination lecture is presented one hour before the monthly dinner meeting of the club. The presentation requires 30 minutes followed by a 15-minute question-discussion period. This allows time for the new members to mingle with the others before the regular meeting commences. It has been found that the information is of such interest that many old members have requested permission to attend to learn more about the club.

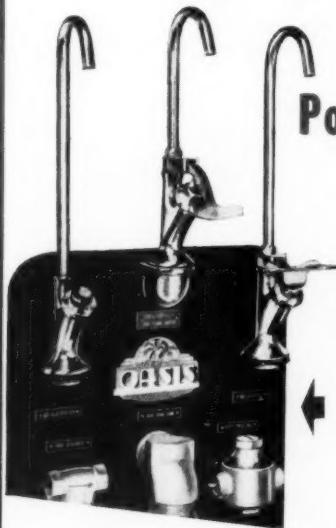
Soon after the beginning of this program, officers of several other management clubs expressed interest, and so on November 17, 1948, the lecture was presented at a meeting of the Greater Los Angeles Management Group, attended by representatives of the Greater Los Angeles Management Club, the San Gabriel Valley Management Club and the Lockheed Aircraft, Weber Showcase, and Pacific Pipeline and Engineering Clubs.

The response was very gratifying, leading us to believe that wider publicity for the idea was in order. It is hoped that we will hear of other clubs' experience along these lines.



Here all controls are clearly marked for safety with Continental plates.

Jeffrey Mfg. Co. photo.



Dealer display board—Continental plates add sales appeal.

Ebco Mfg. Co. photo.

## Positive and permanent

No chance for error, no guess work, no relying on memory—Continental name plates provide a sure and permanent way of marking your product or equipment. Engraved on laminated plastic, these highly visible plates are available in almost any size and shape. They are unaffected by weather and temperature changes—many have been exposed to various weather conditions for years with no visible sign of deterioration. Whether you need a thousand of one kind or a thousand different kinds, call us. We are equipped to handle small orders for special application, pilot models, etc.

IDENTIFICATION PLATES • NAMEPLATES • DECALS

Mail Coupon Today

**FREE** Please send sample of Continental engraved nameplate

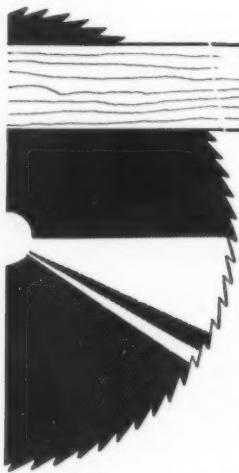
Name \_\_\_\_\_ Position \_\_\_\_\_

Company \_\_\_\_\_ Address \_\_\_\_\_

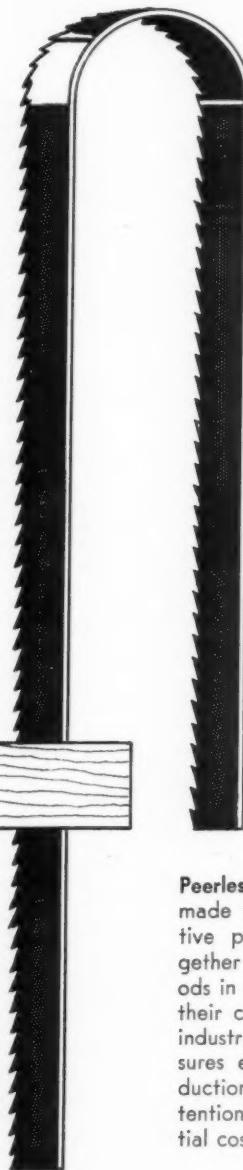
# pride of product...pride of personnel!

Since its beginning, The Peerless Saw Company has contributed to the increasing efficiency of American industry. By devoting its activities to the production of high grade industrial saw blades only, Peerless best serves the requirements of critical Management

Men — today and tomorrow.



**Peerless Circular Saws**—made only from Chrome Nickel Saw Steel developed for properties so necessary in the operation of this tool. Knowledge and experience, born of long specialization by members of the Peerless organization, result in the proving of this product over a long period of years—and under the most rigid applications.



**Peerless Narrow Band Saws**—made from Swedish Steel, native properties of which, together with our advanced methods in manufacturing, make for their continued acceptance by industry. Peerless quality insures efficiency and high production levels with minimum attention and maintenance. Initial cost is low too!

# Peerless Saws

CIRCULAR AND NARROW BAND SAWS FOR WOOD, PLASTICS AND NON-FERROUS METALS

WRITE THE PEERLESS SAW COMPANY  
571 South Third Street, Columbus 15, Ohio

el!

aws—  
l, na-  
, to-  
meth-  
re for  
ce by  
y in-  
pro-  
m at-  
Ini-

S  
TALS